

Transport for London

Encouraging sustainable commuting

A guide for London's local authorities
in delivering effective travel plans



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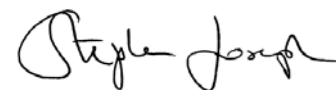
Foreword

Significant increases in population and employment are estimated for London over the coming years. This will bring associated pressures on both the public transport and local road networks. Consequently, travel plans which encourage people to cycle, walk and choose alternatives to driving alone, have an increasingly important role to play in the Capital. Effective travel plans will help to ensure that London develops in a sustainable way, while at the same time enabling people to lead healthier lifestyles.

Local authorities have a key role to play in encouraging the development and take-up of effective travel plans. They should secure travel plans through the planning process by using planning agreements and conditions to ensure that employers implement travel plans in association with new development. Local authorities should also actively encourage the take-up of voluntary travel plans.

It is crucial, therefore, that local authorities lead by example, by developing their own effective travel plans for their own workplaces. This will increase the authority's credibility when requesting travel plans from other organisations, while also potentially bringing a number of significant cost savings to the authority.

London's local authorities are generally making good progress with travel planning, although there is still much work to be done in the delivery of effective travel plans across all of London's authorities. This guide - a joint project by Transport for London (TfL) and Transport 2000 - provides an overview of activity in the development and implementation of travel plans across London's boroughs, and provides some examples of good practice in local authority travel planning in London. We hope it will be useful in supporting the activities of local authorities in the development of their plans, and look forward to seeing increased activity in this whole area.



Stephen Joseph
Executive Director, Transport 2000

About this guide

The principal aim of this guide is to encourage further effective development of local authorities' own travel plans in London, as it is recognised that these could make a significant difference to reducing car use in the Capital.

The guide will be of interest to:

- Travel Plan Coordinators responsible for developing and implementing their local authority's own travel plan in London and elsewhere
- Local authority officers responsible for encouraging voluntary travel plan take-up among other organisations
- Development Control, and Planning and Transport Planning Officers involved in securing travel plans through the planning process
- Local authority senior managers and elected members

The guide is based on a review of travel plan activity across all of London's local authorities, carried out in 2005. Local authorities in London were asked to complete a questionnaire and to provide copies of their authority's own travel plan, any travel plan guidance they had produced, and any other relevant documents. All 33 authorities responded to the survey.

The guide has also been informed by discussions with:

- London's Sub Regional Travel Plan Coordinators
- London Councils, formerly the Association of London Government (ALG), including discussion and feedback from the ALG's Sustainable Transport Forum
- The 'Good Going' travel awareness campaign
- TfL
- Transport 2000

The guide highlights key findings from the research and also provides examples of good practice among London's local authorities as reported in the survey.

In addition to this guide, each of London's local authorities is receiving a bespoke set of short, medium and long term recommendations for taking their travel plan forward. A summary leaflet of the guide's key points, aimed at senior local authority officers and members, is also available from Transport 2000 (email: info@transport2000.org.uk or telephone: 020 7613 0743) or TfL (email: worktpt@tfl.gov.uk).



1. Introduction

What is a travel plan?

A travel plan is a tool which helps organisations manage transport to and from their sites through a package of measures and actions aimed at reducing car use and increasing travel choice. A local authority's travel plan may address some or all of the following:

- Staff travel to and from work
- Staff travel during the course of work
- Travel by elected members
- Visitor travel to the authority's sites
- Use of fleet vehicles
- Deliveries and contractors

A travel plan is a dynamic process which develops over time according to the changing circumstances of the authority's sites. Research has shown that travel plans can significantly increase the use of public transport, raise levels of walking and cycling, and reduce car travel.

The need for travel plans in London

London has a more comprehensive public transport network than other cities in the UK, but traffic and pollution levels are high, parts of the public transport network are overcrowded and most commuting journeys in Outer London are still made by car. Travel plans therefore have a key role to play in all areas of London:

- Travel plans in Outer London, where car use is still significant or increasing and where there are pressures on parking, can help to expand travel choice and encourage use of alternatives to driving alone. In 2004, 11 per cent of commuters to central London travelled by car or van, compared with 35 per cent for the rest of Inner London, and 65 per cent for Outer London¹. This illustrates that there is considerable scope for encouraging sustainable travel, particularly in Inner and Outer London
- Travel plans in Inner and central London can help to encourage cycling and walking which consequently can help to relieve pressure on public transport. With six per cent of Inner London residents cycling to work and only two per cent of Outer London residents cycling to work, there is considerable scope for increasing levels of cycling in all areas of the city²
- Traffic volume (vehicle kilometres) on London's roads increased by seven per cent between 1993 and 2004³. Travel plans can help mitigate against these increasing levels, helping to reduce congestion and pollution

1, 2, 3. London Travel Report 2005, TfL

Local authority travel plans in London

London's local authorities are generally making good progress with travel planning. Most have their own travel plans in place and are securing them from other organisations both through the planning process and voluntarily. In 2005:

- Twenty authorities had developed their own travel plan and had begun the implementation process
- Nine authorities had no 'formal' travel plan in place but had produced a draft document
- Four authorities had yet to start developing a travel plan

The findings show, however, that many authorities could still go much further in developing and implementing their own effective travel plans. Support funding offered to local authorities by TfL in 2006 is helping to achieve this.



The impact of local authority travel plans

London's authorities could make a significant difference to reducing car use through the implementation of their own effective travel plans.

One in five of England's workplaces are based in London, employing a total of 4.5 million people. Six per cent of these work for London's 33 local authorities, which between them employ around 253,000 people - an average of 7,666 per authority. Seven authorities (Croydon, Enfield, Greenwich, Hounslow, Lewisham, Newham and Tower Hamlets) employ more than 10,000 people.

These high employee numbers generate a huge amount of travel, both for commuting to and from work, and for travel during the course of work. In addition to staff travel, there are contractor, visitor and delivery movements associated with local authorities' activities, and many have significant vehicle fleets. This movement represents a huge potential for changing travel behaviour, and local authorities - not least as employers but also as bodies with a duty of care to their local communities - have a major part to play. If each local authority made a concerted effort to introduce robust travel plan strategies, this would lead to a significant reduction in traffic.



Local authority travel to work patterns in Inner and Outer London

The 2005 research demonstrated that the way London's local authority staff currently travel to work varies significantly between Inner and Outer London. This reflects a number of factors including the radial pattern of London's rail network, greater traffic congestion in Inner London and the lower density of public transport provision in Outer London.

Overall, for staff employed by London's local authorities, travel to work patterns were as follows:

- One in two staff travel by car
- One in four staff travel by train/Tube
- One in eight staff travel by bus
- One in 10 staff walk
- One in 20 staff cycle

Travel plans in other workplaces

As well as developing travel plans among local authorities themselves, there is also much to be done in terms of increasing travel plan take-up among other workplaces in London.

The 2005 research revealed that across the Capital only about 500 workplace travel plans had been secured through the planning process, and it is thought that there are not a significant number of voluntary travel plans in place. Indeed, it is estimated that fewer than one in 10 workplaces in London with 50 or more employees have developed and implemented a travel plan⁴. Comparing this to cities such as Birmingham and Nottingham, where studies have shown that up to 25 per cent of all employees work in organisations with active travel plans, highlights that much more is possible. There is clearly still a significant amount of work to be done to increase travel plan take-up in the Capital - and local authorities have a key role to play in making this happen.

Monitoring progress in London: iTRACE and TRAVL

As in other parts of the country, it has been difficult to assess the take-up and impact of travel plans in London because there has been no formal monitoring system in place. To address this gap, in 2006 a new travel plan database called iTRACE, funded by TfL, was rolled out across London. For more information on iTRACE visit www.ibasesystems.co.uk/itrace.php

iTRACE is made up of two key elements:

- A Geographical Information System (GIS) data entry tool which enables travel plan data to be inputted for individual sites. It incorporates a mapping tool which enables the location of sites to be easily identified
- An administration module which enables the performance of individual travel plans against pre-determined indicators to be assessed

Initially, only local authorities and TfL are authorised to access the database, and to input and analyse data.

iTRACE will link to the TRAVL database, a multi-modal travel database for London which holds information from more than 350 surveys for a variety of sites in London. TRAVL covers a range of land uses and includes information on trip generation, trip distribution, travel mode share and parking. It is used primarily by transport planners and development control officers to inform Transport Assessments. TRAVL also specifies whether the site surveyed has a travel plan and, once iTRACE is linked to TRAVL, users will be able to monitor the impact the travel plan has had on the site over time. For more information on TRAVL visit www.travl.org.uk

4. UK Business: Activity, Size and Location, 2005, Office for National Statistics. Table B1.2 shows there are 5,755 VAT-based enterprises in London with 50+ employees

Developing a travel plan strategy

To maximise the potential for effective travel plan development in local authorities and other workplaces, it is recommended that local authorities develop a travel plan strategy comprising three key elements:

1. Develop and implement a travel plan for the local authority - authorities should be aiming to develop their own 'exemplary' plans and ensure that they are implemented effectively in order to lead by example
2. Secure travel plans through the planning process with the use of planning agreements and conditions to ensure that employers put travel plans in place. This involves:
 - Adopting a policy for securing travel plans through the planning process
 - Developing policy guidance for development control planners on securing travel plans through the planning process
 - Providing guidance for developers or applicants on developing travel plans
 - Implementing guidance from TfL, due to be published in 2007, to address the above points (for more information email: worktp@tfl.gov.uk)
3. Encourage the voluntary take-up of travel plans among other local organisations even though they are not subject to any formal obligation to develop travel plans through the planning process. There is a wealth of guidance available to support the voluntary take-up of travel plans, and setting up a travel plan network of employers will help to generate interest. The Sub Regional Travel Plan Coordinators have a specific remit to support local authorities in this role. TfL, in conjunction with the Optimum2 project partners, has also published a good practice guide entitled 'Local travel plan groups: A practical guide to setting up an effective group' (for more information email: worktp@tfl.gov.uk)



2. Why implement a travel plan?

Motivations for travel plan development

There are a number of reasons why a local authority should develop and implement a travel plan:

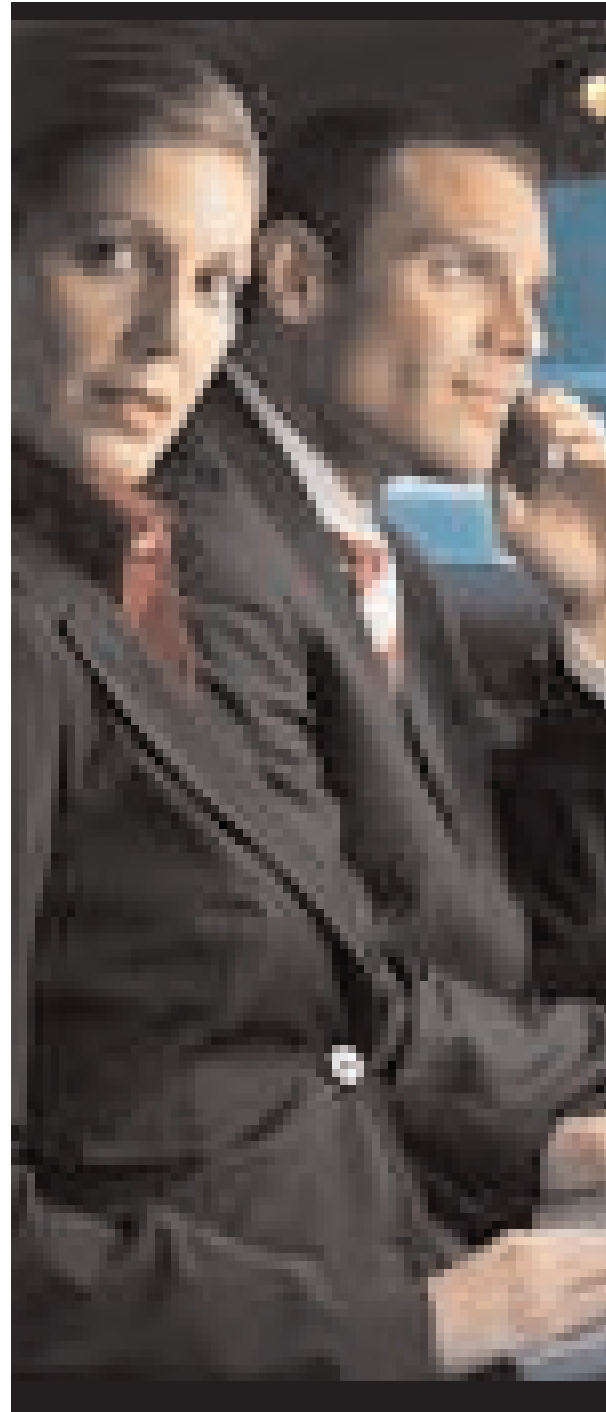
To lead by example

One of the main motivations for a local authority to develop and actively implement their own effective travel plan is to lead by example. This will help the authority to:

- Demonstrate that it recognises its importance as a community leader – a key role of modern local government
- Increase its credibility when it is asking other organisations to develop travel plans as a requirement of planning permission, or when encouraging voluntary travel plan take-up
- Show that it has first-hand experience of the issues faced when developing a travel plan

To support national and regional travel plan policy

There have been a number of policy directives which have both supported the development of local authorities' own travel plans and supported an approach of securing travel plans through the planning process, as summarised in the box opposite (further details are provided in Appendix 1).



National and regional travel plan policy

In 2001, Planning Policy Guidance 13 (PPG13) urged local authorities to **'set an example by developing their own plans'** and to require travel plans to be submitted for smaller developments which would generate **'significant amounts of travel in, or near to, air quality management areas'**. This is particularly relevant to London where 20 per cent of carbon dioxide emissions are from road traffic, and all but one of the local authorities have a declared Air Quality Management Area (see www.defra.gov.uk/environment/statistics/globalatmos/galocalghg.htm)

The 2004 Transport White Paper continued to promote travel plan development by **'making sure that the public sector leads by example'**.

In London, the Mayor's Transport Strategy advocates that **'workplace travel plans [be] produced where appropriate'** when authorities are exercising their development control and development planning functions.

TfL and the Greater London Authority (GLA) are producing a best practice guide addressing workplace travel planning for new development, due for publication in 2007. The guidance will aid the preparation of travel plans associated with the development control process in London. It will complement policies set out in the London Plan, to ensure that all future workplace developments are sustainable and accessible.

The development of travel plans also supports other policies including the:

- Mayor's Air Quality Strategy
- Walking Plan for London
- London Cycling Action Plan
- Proposed Low Emissions Zone (for more information see www.tfl.gov.uk/tfl/low-emission-zone)
- The Mayor's Transport Strategy's implementation targets, particularly on traffic, cycling and walking levels (see Section 3 of this guide)

The Mayor has endorsed the development of workplace travel plans

The GLA has prepared a travel plan for its City Hall site. In 2003, the GLA set up a steering group to oversee development of a travel plan for the organisation. Group members were recruited from across the GLA directorates and each of the political groups in the London Assembly.

A survey in January 2004 asked staff about their current travel patterns and what changes they would like to see. The survey had a high response rate - 80 per cent - and a clear picture of how staff travelled to City Hall was obtained. It revealed that the vast majority (77 per cent) used train and Tube; seven per cent cycled (compared to a London average of only three per cent at that time); and only one per cent used a car (compared to a London average of 13 per cent at that time).

The travel plan identified a number of measures to be taken forward to encourage use of sustainable transport modes, ranging from consolidating deliveries to the City Hall café, to provision of a 'bike pool' to enable more staff to cycle to external meetings.

The Mayor says in his foreword: 'The GLA will take a lead on promoting and facilitating sustainable development in all it does, and a key part of this is promoting travel that is an environmentally friendly and healthy choice to staff and visitors, and also contractors and those making regular trips associated with the business of City Hall. I look forward to seeing the take-up of workplace travel plans throughout London. As London continues to grow and prosper, we will all need to get smarter about our travel choices to help make London a truly sustainable city.'

For more information on the GLA's travel plan, see www.london.gov.uk/mayor/transport/travelplan.jsp

To mitigate against the effects of London's increasing population

Local authority and other workplace travel plans also have a particularly important role to play given the projected increases in employment and population in Greater London, and the consequent impact this will have on the already-stretched transport network.

London's population is projected to increase by at least 700,000 over the next 15 years, as set out in the London Plan⁵. Over the same period, employment in London is projected to increase by 636,000⁶. Introduction of travel plans which encourage people to walk, cycle and choose alternatives to driving alone, will help to relieve the increased pressure on public transport and road networks associated with these population and employment increases.

To help achieve environmental and air quality targets

Carbon dioxide is the most important greenhouse gas, accounting for around 86 per cent of the UK's total emissions in 2003. It is a major cause of global warming - the greatest environmental challenge facing the world today. Rising global temperatures will bring changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather events. The effects will be felt here in the UK, and internationally there may be severe problems for people in regions which are particularly vulnerable to change. This was highlighted in the 2006 Stern Report which assessed the economic impact of global warming and concluded that

urgent action at an international level is needed to avoid climate change damaging economic growth⁷.

Travel plans have an important role to play in helping to improve air quality and reduce carbon dioxide emissions. The Mayor of London has produced a number of strategies on environmental issues which set out the priorities and proposals for making London a cleaner, greener and more sustainable city. These include the Air Quality Strategy, which sets out what the Mayor, TfL and others are doing to improve air quality within London.

Since 1997, local authorities in the UK have been carrying out a review and assessment of air quality in their areas. The aim of the review is to assist them in carrying out their statutory duty to work towards meeting the national air quality objectives. If a local authority finds any places where the objectives are not likely to be achieved, it must declare it an Air Quality Management Area. In London, most local authorities have a declared Air Quality Management Area.

5,6. The Draft London Plan: Draft Spatial Development Strategy for Greater London, GLA, June 2002

7. Stern Review on the Economics of Climate Change, HM Treasury, October 2006

Benefits of travel plan development

To help achieve other local authority targets

Travel plans can also contribute towards achieving other local authority targets such as road safety targets, through associated improvements to infrastructure and by reducing the number (and size) of vehicles on London's roads. TfL and London's authorities are aiming to achieve the following targets by 2010 compared with a 1994-98 baseline⁸:

- Fifty per cent reduction in the number of people killed and seriously injured. This includes a reduction in overall figures, and for individual figures relating to pedestrians, cyclists and motorcyclists (the target figure was originally 40 per cent but this was increased to 50 per cent in August 2005 when the original target was met almost five years early)
- Fifty per cent reduction in the number of children killed or seriously injured
- Ten per cent reduction in the 'slight' casualty rate per 100 million vehicle kilometres

8 . Tomorrow's Roads – Safer for Everyone: The first three-year review, DfT 2004

In addition to the benefits outlined above, developing and implementing a travel plan can bring a number of other benefits to the authority (as an employer), to staff and to the local community, as highlighted in the table opposite.

Benefits to the local authority	Benefits to staff	Benefits to the community
<p>Cost savings:</p> <ul style="list-style-type: none"> • A reduction in the amount of car parking space required which can reduce maintenance costs, or land can be sold for redevelopment • A reduction in car business mileage/congestion charge payments • Use of more fuel-efficient lease/fleet vehicles, eg pool cars • A reduction in office floorspace requirements due to home-working, for example <p>Operational improvements:</p> <ul style="list-style-type: none"> • Staff arrive more punctually • Staff are healthier due to increased walking and cycling, resulting in a more motivated and productive workforce • Reduced absenteeism, which can itself bring cost savings as a result of a reduced need to employ agency staff • Improved staff recruitment and retention • Sites are less congested and more accessible to deliveries and customers • The labour pool is enlarged through increased travel choice • A wider range of travel choice creates a more attractive recruitment package • Corporate image and environmental performance are improved - the local authority becomes 'a good neighbour' and 'an employer of choice' 	<ul style="list-style-type: none"> • Increased travel choice • Reduced travel costs through savings in parking costs and congestion charge payments, for example • More equitable provision of travel perks • Reduced and more reliable journey times • Less stress and better morale • More predictable journey times and hence better punctuality • Better health and fitness through more walking and cycling • Improved work-life balance as a result of compressed working hours and increased home-working 	<ul style="list-style-type: none"> • Reduced traffic congestion and parking pressures • Less air and noise pollution, and carbon dioxide emissions • Safer roads and hence fewer road casualties • More attractive environment for the community, business and investment • Better health and lower health costs • Improvements to local infrastructure such as walking routes and bus services



The business case for travel plan development

An effective local authority travel plan can bring significant direct and indirect cost savings. The drive for local authority efficiency as a result of the Gershon Review means that the potential role of travel plans in delivering corporate objectives is now much greater. As a result, it is vital that the travel plan brings together key officers and departments across the local authority including Human Resources, Facilities Management, Corporate Policy Review, Information Technology, Transport Policy, Environmental Management and Finance.

Appendix 2 examines the business case for developing a travel plan in more detail, and provides some indicative information on costs and savings. However, some examples are provided opposite.

It is also important for an authority to recognise and develop links between its travel plan and other corporate policies. In terms of transport related policies, Air Quality Action Plans, Local Agenda 21, Road Safety Plans and Community Plans are all relevant policies to make linkages to. In addition, there are several important non-transport policies which are complemented by travel plans. For example, more flexible hours and homeworking can reduce the amount of peak period travel and the overall amount of travel. Specific examples of non-transport policies related to travel plans are:

- Corporate Social Responsibility
- Work-life balance policies
- Environmental management
- Occupational health
- Equal opportunities
- 'Investors in People'
- Efficiency and the Gershon Review
- Health and safety
- Comprehensive Performance Assessment

Linking the travel plan with as many of these as possible will help to embed it in corporate policy and the authority's overall business plan. More information on each of the above is provided in Appendix 3.

A travel plan can bring significant direct and indirect cost savings as well as additional revenue to a local authority

Examples of a direct cost saving:

A local authority workplace with 200 car parking spaces introduces a travel plan which leads to a modal shift away from the car. As a result of this, management decides to reduce car parking provision by 15 per cent (30 spaces) as there is now less need for car parking.

Assuming the cost of maintaining a parking space in Outer London is £2,000 per year (covering lighting, management and security), this would represent a cost saving of £60,000 per year.

The same authority also decides to look at the car mileage payments made for business journeys. Assuming the authority currently spends £500,000 per year on business mileage payments, through initiatives such as audio conferencing and better diary management, the authority manages to reduce payments by five per cent, representing a cost saving of £25,000 per year.

Examples of indirect cost saving:

As a result of introducing audio conferencing to replace some business journeys, the local authority also manages to save staff time and costs normally lost through driving to meetings or clients. Due to the range of officers using the equipment, it is not possible to directly monitor the cost savings, but short surveys could be used to ascertain the potential savings.

In addition, as a result of introducing its travel plan, the authority has managed to increase satisfaction and retention levels in positions which are traditionally difficult to fill. The travel plan is certainly a factor in achieving this, but it is not directly possible to quantify these positive impacts.

Example of revenue generation:

The local authority decides to introduce car parking charges on the remaining 170 spaces at its workplace. Charging a daily rate of £2 (for an average of 190 working days), the local authority is able to raise £64,600, which it can use to support further travel plan measures.

Good practice example:

Integrating travel plans with other policies

In Islington travel planning is seen as an essential part of the authority's over-arching 'One Islington' agenda, making particularly significant contributions towards the priorities of sustainability, performance improvement and customer focus.

The authority's 2003-2005 travel plan worked alongside its:

- Local Agenda 21 Strategy (2001)
- Air Quality Action Plan (2002)
- Interim Local Implementation Plan (2001)
- Road Safety Plan (2002-2006)
- 'Greening Council Transport' Sustainability Review Committee Report (2003)
- Implementing e-Government Strategy
- Best Value Performance Plan (2003/04)

Islington has a comprehensive and integrated package of sustainable transport measures.

These include:

- The development of a sustainable transport strategy
- Promoting the development of workplace travel plans
- Organising promotional events such as a sustainable transport film, car-free day, bike week and cycle commuter challenge
- Walk to School week
- Participating in the London-wide 'Good Going' travel awareness campaign

Islington's commitment to creating a greener future for the borough was rewarded with TfL's Sustainable Transport Borough of the Year award in July 2005.

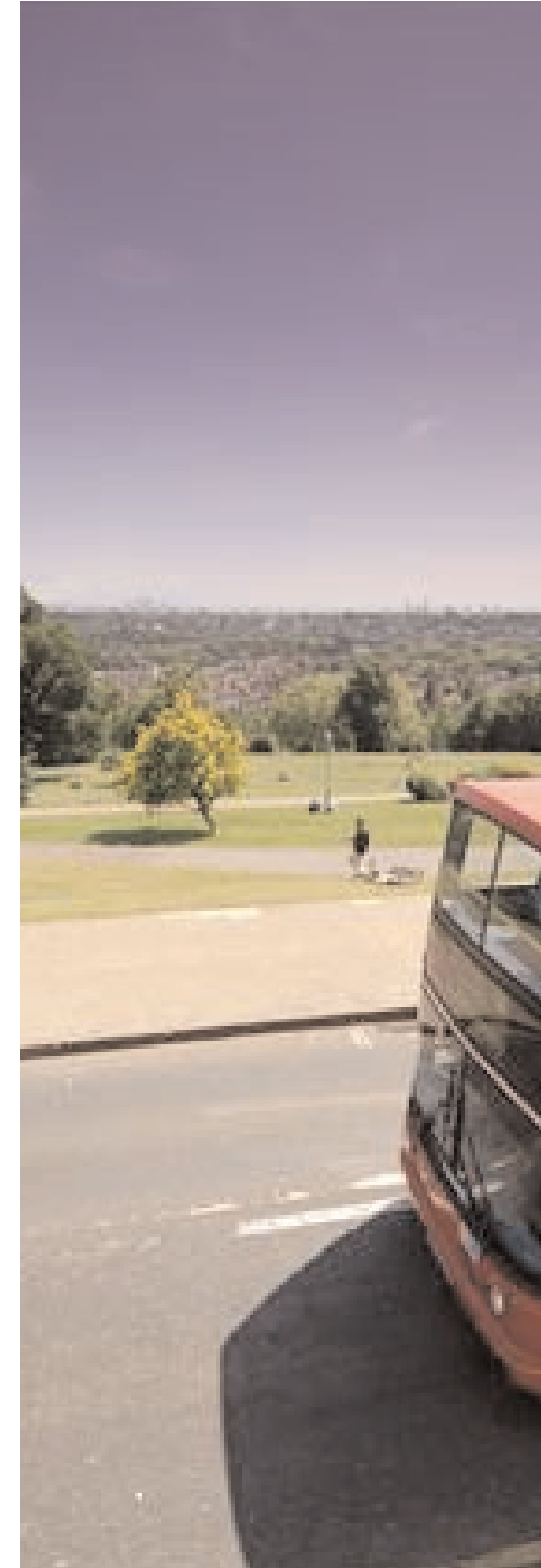
Good practice example:

Making travel planning a local authority core activity

The London Borough of Sutton has focused on environmental issues for almost 20 years, starting with its Environmental Policy in 1986. One of its corporate goals is 'promoting environmental sustainability'. The authority's travel plan is linked with its Sustainable Transport Strategy and its Eco-Management and Audit Scheme. In addition, 34 per cent of the council's vehicle fleet are zero or low emission vehicles.

Sutton agreed a Local Public Service Agreement with the Government to increase the percentage of employees (non-school) not driving to work from a baseline of 25 per cent in 1999 to 35 per cent by March 2005. This target has been easily surpassed, and in February 2005 a survey found that 50 per cent of staff did not drive to work.

In 2005, Sutton won TfL's London's Sustainable Transport Award for the Best Council Travel Plan.



3. Key elements of successful travel plans

Research has shown that the success of a travel plan depends on having a travel plan coordinator in place to oversee its development and implementation. Our survey found that in August 2005, 18 of London's authorities employed their own travel plan coordinator, although three of these posts were vacant at the time of the survey.

In terms of the types of travel plan measures introduced by London's local authorities, these were wide-ranging. Measures to promote cycling (specifically the provision of cycle parking and a cycle business mileage allowance) were the most frequently implemented measures across London's authorities.

This section explores in more detail the key modes of travel that should be included in a local authority travel plan and provides:

- An overview of London's overall targets for each mode. London's local authorities, with their significant staff numbers and considerable potential to influence workplace travel, have an important role to play in achieving these targets
- A comparison of how the mode split of London's local authorities compares to that of other London workplaces
- A checklist for encouraging travel by different modes - the Department for Transport's (DfT) Travel Plan Resources Pack for Employers provides further detail of different measures (for more information see www.dft.gov.uk)

Travel plan measures implemented by London's local authorities

Travel plan measures	Number of London authorities with measure in place (out of 33 authorities)
Cycle parking	24
Cycle business mileage rate	22
Showers	20
Flexible working	19
Season ticket/Travelcard loans	19
Car sharing scheme	19
Public transport information	17
Alternative fuels	16
Discounts at cycle dealers	15
Pool bikes	14
Pool cars	12
Cycle purchase loans	12
Car parking charges	5
Free Travelcards	5

Source: Travel plan survey 2005, Transport 2000



Walking

Measures to encourage walking are among the easiest to implement. Walking needs no special equipment, has far-reaching health benefits, and eases congestion and strain on public transport. Walking can be encouraged through initiatives as simple as keeping umbrellas at the reception desk or providing clear signage. TfL has set targets to reduce the decline in walking in the Capital.

Targets for walking in London

Short-term target:

- To stop the decline in the number of journeys per person made on foot

Long-term targets (by 2015):

- To increase the modal share of walking trips for journeys under two miles by 10 per cent
- To increase the average number of trips made on foot per person per year by 10 per cent
- To increase the level of London's 'walkability', both in terms of people's perceptions and in actual measured terms against other world cities

Local authority travel plans can make a significant contribution towards all of these targets - including implementation of measures as part of the travel plan to make walking a more attractive option and to improve London's walkability.

Source: Making London a Walkable City: The Walking Plan for London, TfL, 2004

How do local authorities measure up?

Table 1 compares the proportion of local authority staff who walk to work with staff at all workplaces. Generally, local authorities have a higher proportion of staff walking to work than other workplaces suggesting that local authorities tend to recruit more locally.

Table 1: The proportion of local authority staff walking to work compared to London commuters as a whole

	Staff in all workplaces* (London)	Local authority staff** (London)
Across all London authorities	8%	11%
Central London	4%	7%
Rest of Inner London	10%	
Outer London	9%	14%

* London Travel Report 2005, TfL

** Travel plan survey 2005, T2000. Staff data based on 21 authorities' 'before travel plan' surveys

The local authorities citing the highest proportions of staff walking to work were Brent (22 per cent), Redbridge (20 per cent), Bexley (19 per cent) and Hounslow (19 per cent). Six local authorities had undertaken monitoring surveys to assess the effectiveness of their travel plan, with most seeing an increase in the number of staff walking to/from work. The greatest increases were seen by Lambeth (up from six per cent in 2002 to nine per cent in 2004) and Southwark (up from four per cent in 2000 to seven per cent in 2005).

Measures to encourage walking

Measures that can be implemented to encourage walking include the following:

Checklist: What can local authorities do to promote walking?	Short-term measure (implementation typically possible in one year or less)	Medium-term measure (implementation typically possible in one to two years)	Longer-term measure (implementation typically possible in more than two years)
Infrastructure improvements			
Undertake audits of routes and conditions within and on approaches to sites. This will help identify improvements which can be made to increase the attractiveness of walking, including 'quick wins'. Make sure there is clear pedestrian signage to and from the nearest public transport stops or interchanges.	✓		
To address fears about personal safety, install CCTV and consider providing personal alarms or self-defence classes to staff.		✓	✓
Provide showers and lockers.		✓	✓
Awareness raising/promotion			
Promote a calculator to help staff see how many calories they can burn through walking and cycling. For an example, see www.travelsmartuk.com/travel%2Dcomparator/	✓	✓	
Promote 'Walk in to Work Out', a pack produced by the DfT and the Department of Health, to encourage more cycling and walking among those living within two miles of their workplace (available free from dft@twoten.press.net).	✓		
Produce leaflets promoting the health benefits of walking, possibly in conjunction with the local Primary Care Trust. For an example, see Wandsworth's active living map at www.wandsworthpct.nhs.uk/health/LEAP	✓	✓	
Arrange and promote lunchtime walks.	✓		
Provide maps highlighting good walking routes in the area.	✓	✓	
Offer free pedometers to staff.	✓		
Hold pedometer challenges and events, such as awards for the most steps walked per month.	✓		
Provide umbrellas (either to staff who regularly walk to work or for loan to staff wanting to walk during the lunchtime break).	✓		
Hold 'Walk to Work' days.	✓		
Host annual 'Walk to Work' awards.		✓	
Other			
Identify walking 'partners' ('boot buddies') to help staff identify appropriate and safe walking routes.		✓	



Cycling

Cycling is the quickest mode of transport in London for journeys under five miles. Travelling by bike offers a range of benefits, including improved health and fitness levels, door-to-door convenience and journey time reliability. In recent years, London has seen a huge increase in cycling - to the extent that the Mayor is actually increasing cycling targets because the original target to increase cycling by 50 per cent between 2000 and 2010 had already been surpassed by 2005. The Mayor's current cycling targets are shown opposite.

Targets for cycling in London

Headline target:

- To achieve at least an 80 per cent increase in cycling levels by 2010 and a 200 per cent increase by 2020, compared to cycling levels in 2000

Short-term target:

- To achieve measurable increases in cycling levels and to establish benchmarks

Medium-term targets:

- To increase the modal share of cycling trips
- To increase the number of cycle trips per person per year
- To increase the level of London's cyclability and user satisfaction with London's cycling infrastructure and environment in terms of people's perceptions

Long-term (2015) targets:

- To achieve a 200 per cent increase in cycling levels by 2020

Source: Creating a chain reaction: The London cycling action plan, London: TfL, 2004

How do local authorities measure up?

Table 2 compares the proportion of local authority staff who cycle to work with staff at all workplaces. Generally, local authorities have a higher proportion of staff cycling to work than other workplaces, again suggesting that local authorities tend to recruit more locally.

Table 2: Proportion of local authority staff cycling to work compared to London commuters as a whole

	Staff in all workplaces* (London)	Local authority staff** (London)
Across all London authorities	3%	5%
Central London	3%	7%
Rest of Inner London	4%	
Outer London	2%	3%

* London Travel Report 2005, TfL

** Travel plan survey 2005, T2000. Staff data based on 21 authorities' 'before travel plan' surveys

The local authorities with the highest proportions of staff cycling to work were Hammersmith & Fulham (10 per cent), Richmond upon Thames (nine per cent), Southwark (nine per cent) and Camden (eight per cent). Among those authorities which have undertaken 'before' and 'after' travel plan surveys, proportions of staff cycling had increased in most cases. The greatest increase in cycling among those authorities which had monitored their travel plans was Lambeth, up from seven per cent in 2002 to nine per cent in 2004.

Measures to encourage cycling

Cycle parking was the most common of all travel plan measures implemented by London's authorities, followed by a cycle business mileage rate and shower facilities. The offer of a loan for the purchase of cycles was one of the least popular measures for encouraging cycling (offered by only 12 authorities), despite the existence of a Government scheme that allows tax benefits for the employer and employee (for more information see www.dft.gov.uk).

Discounts at cycle dealers, a relatively simple measure to implement, were offered by only 15 authorities, while 14 authorities provided pool bikes for travel on council business. It is recommended that more authorities adopt these measures given the growing popularity of cycling in London, the steadily increasing number of cycle/bus lanes and the benefits that cycling can bring.

TfL's Workplace Travel Planning Team is actively encouraging organisations to promote cycling. The team is offering the following support to both local authorities and other workplaces which have developed travel plans, to assist in the effective implementation of measures to encourage cycling:

- Take-a-Stand scheme which provides up to 20 free 'Sheffield' cycle racks
- Trade price Raleigh bikes for cycle pools, delivered free if more than 10 bikes are ordered

- The Challenge Fund, a matched funding initiative which can be used to implement any travel plan measure, including ways of encouraging cycling, such as providing lockers and shower facilities

TfL has also produced two good practice guides on cycling during 2006:

- Pool bikes for business: A practical guide to setting up a workplace bike pool (produced in conjunction with Optimum2 project partners)
- Workplace cycle parking guide (produced in conjunction with Transport Initiatives LLP)

To obtain copies of the above guides please contact the Workplace Travel Planning Team at worktp@tfl.gov.uk

Measures which can be implemented to encourage cycling include the following:

Checklist: What can local authorities do to promote cycling?	Short-term measure (implementation typically possible in one year or less)	Medium-term measure (implementation typically possible in one to two years)	Longer-term measure (implementation typically possible in more than two years)
Infrastructure improvements			
Undertake an audit of cycle facilities with Bicycle User Group (BUG) members and/or the local cycling group.	✓		
Provide good, well lit cycle routes to/from/within sites.			✓
Provide shower facilities.		✓	✓
Provide cycle parking.	✓	✓	
Provide bike lockers.		✓	✓
Provide lockers for clothes.		✓	
Provide drying room/ironing facilities.		✓	✓
Provide pool bikes for travel during the course of work.	✓	✓	
Awareness raising/promotion			
Hold 'Bike to Work' days.	✓		
Offer occasional free breakfasts to cyclists.	✓		
Produce and disseminate a leaflet highlighting the health benefits of cycling.	✓		
Financial incentives			
Award minutes of annual leave every time a member of staff cycles to work.			✓
Promote the Government's scheme of cycle purchase which has tax benefits for employers and employees.	✓		
Offer discounts at cycle dealers.	✓		
Provide interest-free loans for cycle purchase.	✓		
Provide a mileage allowance for staff cycling for business.	✓	✓	
Other support for cycling			
Set up a Bicycle User Group (BUG).	✓		
Identify 'bike buddies', ie suitable partners who could help familiarise new cyclists with suitable routes to work.	✓		
Provide cycling maps.	✓	✓	
Provide on-site cycle repair kits.	✓		
Provide on-site cycle maintenance support and/or Dr Bike sessions.	✓	✓	
Provide cycle training to staff.	✓	✓	

Good practice example:

A partnership approach to cycling

The Royal Borough of Kingston upon Thames and the local Primary Care Trust have worked together and set up a 'Cycle 50% Club'. This pilot project is designed to encourage 20 staff to commute by bike, with assistance from the Company of Cyclists (www.companyofcyclists.com) which provides training, equipment and a 'bike buddy'. The scheme provides a full support system to anyone undertaking to ride to work for at least 50 per cent of the working days during an initial three-week period.

Public transport

Public transport use is already significant in some areas of London but there are many ways to encourage further growth. The benefits of encouraging people to use public transport rather than their cars include reduced congestion, improvements to air quality and the health of the local community. There are financial benefits too, both to those who leave their cars at home and to the local authority as a result of reduced car parking provision.

Targets for bus use in London

The Mayor's Transport Strategy proposes a 40 per cent growth in bus passenger journeys from 2001 to 2011. To achieve this, the growth rate equates to approximately twice the rate of growth for the previous 20 years.

Source: Mayor's Transport Strategy, TfL, 2001

How do local authorities measure up?

Table 3 compares the proportion of local authority staff who travel to work by public transport with staff at all workplaces. It shows that bus use by local authority employees is similar to that of their non-local authority counterparts, particularly in Outer London. However, use of national rail, Underground, tram and light rail is considerably less for local authority employees, again demonstrating that local authority staff tend to travel from a smaller catchment than staff at other workplaces.

Table 3: Proportion of local authority staff travelling to work by public transport, compared to London commuters as a whole

	Staff in all workplaces* (London)			Local authority staff** (London)		
	Bus & coach	National Rail	Underground, tram, light rail	Bus & coach	National Rail	Underground, tram, light rail
Across all London authorities	14%	18%	15%	13%		22%
Central London	13%	38%	28%	13%	37%	
Rest of Inner London	17%	14%	17%			
Outer London	13%	4%	5%	13%	8%	

* London Travel Report 2005, TfL

** Travel plan survey 2005, T2000. Staff data based on 21 authorities' 'before travel plan' surveys



Measures to encourage public transport use

More than half of London's local authorities provide their staff with public transport information. Some, for example Tower Hamlets, produce local guides and maps, and have TfL's Journey Planner and other links on its intranet and website.

Much of the information provided by operators is informative but rarely persuasive in terms of selling the benefits of public transport to encourage its use. Local authorities can address this by producing their own sustainable travel guides, providing not only travel information but also messages about the financial, environmental and health benefits of using sustainable forms of travel (see Section 2 of this guide).

Nineteen authorities reported that they provide loans for the purchase of season tickets and Travelcards, a relatively inexpensive measure to offer, while five authorities offer free Travelcards, sometimes only for difficult-to-fill posts. This is a taxable benefit but still an attractive perk. In travel plan surveys, discounted fares always feature as a very popular measure.

Flexible working can also encourage use of public transport. 'Flexi-time working' involves staff being able to choose the time they come to work and leave, usually within time bands - for example, arriving between 08:00 and 10:00 and leaving between 16:00 and 18:00, working core hours between 10:00 and 16:00. This helps to alleviate peak-time travel and may enable staff to travel on public transport at times when it is less crowded. However, it does not reduce travel overall or pressure on limited parking. It should be noted that employees are able to apply to their employer to work flexibly and, under the Employment Act 2002, employers have to seriously consider such applications.

Checklist: What can local authorities do to promote use of public transport?	Short-term measure (implementation typically possible in one year or less)	Medium-term measure (implementation typically possible in one to two years)	Longer-term measure (implementation typically possible in more than two years)
Infrastructure improvements			
Assess existing services and pursue improvements.		✓	✓
Audit the proximity of, and conditions at, bus stops serving the site.	✓		
Install real-time information inside buildings.			✓
Plug gaps in public transport services with minibuses, possibly jointly with other organisations. Also, consider use of a minibus for inter-site travel.			✓
Sign preferred walking routes to and from stations and stops.		✓	✓
Financial incentives			
Offer free or subsidised Travelcards. Kensington & Chelsea offers a free Zone 1-2 Travelcard to staff after one year of service, while Islington offers a free Travelcard for difficult-to-fill posts.		✓	
Negotiate fare deals. For example, buy Travelcards in bulk and sell them on-site. The Park Royal Partnership buys Travelcards from TfL at a slight discount.		✓	
Offer interest-free season ticket/Travelcard loans.	✓		
Awareness raising/promotion			
Display maps and timetables in reception areas and entrances.	✓		
Display operators' news and activities, and promote service improvements.	✓	✓	
Emphasise that bus and train travel is much safer than car travel.	✓		
Other			
Offer flexible working to allow staff to fit their journey to work around public transport timetables.		✓	✓
Encourage staff to arrange meetings to avoid peak hour travel.	✓		
Offer Personalised Journey Planning. Fourteen UK pilots saved 11.4 million car km per annum (for more information see www.dft.gov.uk/stellent/groups/dft_susttravel/documents/page/dft_susttravel_040054.hcsp)		✓	
Produce bespoke 'how to get here' leaflets.		✓	
Publish local sustainable travel guides.		✓	

Good practice example:

Encouraging safer travel

The Docklands Light Railway is the first urban railway in the UK to receive Secure Station status at all its stations under the DfT's accreditation scheme. The scheme, set up in 1998 and recently revised, encourages operators to reduce fear of crime and harassment through improvements to station design and management. Nationally, only six per cent of stations have been accredited.

Promoting this information to staff may help to change any negative perceptions about trains and stations.

For more information about the scheme see www.dft.gov.uk

Local authorities could also promote the Safer Travel at Night campaign to their staff, which aims to encourage safer travel through promoting the use of licensed mini cabs/black cabs only.

Good practice example:

Sourcing up-to-date travel information

Travel information and an interactive Journey Planner are available on TfL's website - www.tfl.gov.uk

Real time information for trains at every national rail station is available from www.nationalrail.co.uk by entering details in the 'Live departures and arrivals' box.

Taxi information for all train, tram and Underground stations is available at www.traintaxi.co.uk

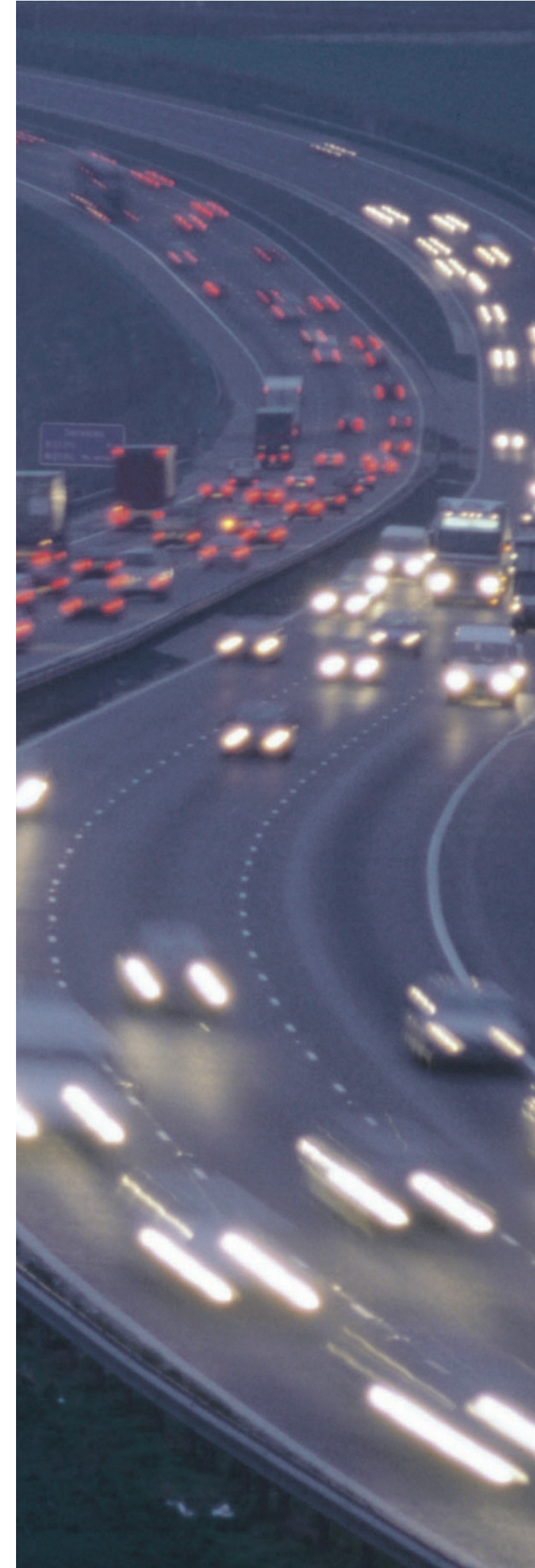
Travel by car

Car trips account for half of all daily journeys in London. However, the relative importance of the car is significantly less towards the centre of London than in the outer areas. In central London, public transport use greatly exceeds private car use because with car speeds averaging just 10mph, a greater density of development and limited parking, travel by car is less efficient. In Outer London, the Mayor's Transport Strategy aims to promote the transfer from cars to public transport, walking and cycling.

Targets for car use in London

- TfL and the boroughs are to maintain or increase the proportion of personal travel made by means other than car
- Between 2001 and 2011, TfL and the boroughs are to achieve:
 - An absolute reduction in weekday traffic of 15 per cent in central London
 - Zero growth across the rest of Inner London
 - A reduction in growth in Outer London by one third, from 7.5 per cent to five per cent, with the aim of achieving zero growth in Outer London town centres

Source: Mayor's Transport Strategy: Local Implementation Plan Guidance, TfL 2004



How do local authorities measure up?

Table 4 compares the proportion of local authority staff who travel to work by car with staff at all workplaces.

Table 4: Proportion of local authority staff travelling to work by car and van compared to London commuters as a whole

	Staff in all workplaces* (London)	Local authority staff** (London)
Across all London authorities	40%	50%
Central London	11%	33%
Rest of Inner London	35%	
Outer London	65%	64%

* London Travel Report 2005, TfL

** Travel plan survey 2005, T2000. Staff data based on 21 authorities' 'before travel plan' surveys

Of the six authorities that had undertaken before and after travel plan monitoring surveys, proportions of staff using cars decreased in all cases - and in two cases quite dramatically.

Other measures to address car use

Business travel mileage allowances represent a significant cost to authorities and should be regularly reviewed. Mileage allowances should certainly be orientated towards encouraging use of more efficient cars or sustainable modes, such as cycling. Generous car mileage allowances can encourage car travel and so undermine a travel plan trying to reduce car use.

The provision of lease cars for staff should also be reviewed. There may be staff who feel they are entitled to a lease car because they:

- Are high mileage users
- Work 'out of hours' when public transport is not available
- Need the security of a vehicle
- Regularly need to transport heavy or bulky goods, and/or
- Need to make emergency trips at short notice

However, even in these circumstances, pool cars or car club vehicles could meet some of the user's needs. Indeed, there may be some 'essential' users who do little mileage, staff who may be able to reorganise site visits to one day instead of spreading them through the week, or staff keen to accept a cash alternative to lease car provision. As a minimum, the choice of lease cars should be such that they include only the more sustainable models.

Good practice example:

Car club companies currently operating in London

Streetcar (www.mystreetcar.co.uk) covers Barnet, Brent, Camden, Ealing, Greenwich, Hackney, Hammersmith & Fulham, Hounslow, Islington, Kensington & Chelsea, Lambeth, Lewisham, Merton, Newham, Richmond upon Thames, Southwark, Tower Hamlets, Wandsworth and Westminster.

London City Car Club (www.citycarclub.co.uk) covers Brent, Camden, Ealing, Hammersmith & Fulham, Kensington & Chelsea, Lambeth, Merton, Sutton and Westminster. Some cars are located at or near stations and Thameslink season ticket holders get discount membership. Ealing Council has a City Car Club bay located in its staff car park.

WhizzGo (www.whizzgo.co.uk) covers Camden and Newham.

For up-to-date information about which London boroughs have car clubs, visit www.londoncarclubs.net

Staff in eight authorities can use a car club vehicle for business travel: Ealing, Greenwich, Hounslow, Islington, Kensington & Chelsea, Merton, Redbridge and Sutton.

Free car parking provision for staff should also be reviewed and strict criteria developed for entitlement to a parking permit. Car parking space costs money to provide and maintain, encourages car travel at peak times and does not complement travel plan policies aimed at minimising car use. According to research by the DfT and Transport 2000, parking restraint through restrictions or charging is crucial to achieving larger reductions in car driving⁹.

Car sharing in London has been promoted by TfL through London Liftshare. London Liftshare is an internet-based car share matching facility which enables authorities to set up their own private car share scheme for staff, providing a secure, password-protected facility. The facility is made up of six sub-regional websites which cover the whole of Greater London, each of which can be accessed via www.londonliftshare.com

9. 'Making Travel Plans Work - Lessons from UK case Studies', DfT, 2002

Checklist: What can local authorities do to encourage responsible car use?	Short-term measure (implementation typically possible in one year or less)	Medium-term measure (implementation typically possible in one to two years)	Longer-term measure (implementation typically possible in more than two years)
Encourage car sharing			
Arrange guaranteed emergency ride home for sharers.		✓	✓
Offer preferential, guaranteed spaces for sharers.		✓	✓
Offer financial incentives to car share.		✓	✓
Develop a business case			
Calculate cost of maintaining car parks and develop a business case for travel plan development and implementation (see Appendix 2).	✓		
Review business travel policy			
Produce guidelines for business travel.		✓	
Offer pool cars/pool bikes.		✓	✓
Develop car clubs.		✓	✓
Do not reimburse car mileage when public transport is an option.	✓		
Encourage effective journey planning, eg undertake site visits on one day per week to reduce the need to bring a car into work every day.	✓		
Encourage use of public transport and use of rail warrants.	✓		
Review criteria for mileage allowances.		✓	
Set staff mileage reduction targets.		✓	
Monitor fuel consumption.		✓	
Promote car sharing to meetings.	✓		
Promote use of 'carbon calculators' for trips.	✓		
Offer alternatives to leased cars, loans, mileage allowances and the provision of parking spaces.		✓	✓
Offer eco-driver training.		✓	
Produce driving tips leaflet (see 'Developing and implementing travel plans: a good practice guide for the NHS in London', TfL, 2004, Appendix 8A).	✓		
Publicity and awareness raising events			
Hold car-free days.	✓	✓	

Checklist: What can local authorities do to encourage responsible car use?	Short-term measure (implementation typically possible in one year or less)	Medium-term measure (implementation typically possible in one to two years)	Longer-term measure (implementation typically possible in more than two years)
Car park management			
Introduce car parking restrictions including, for example, an exclusion zone restricting car parking permits for staff living close to sites.		✓	✓
Introduce daily car parking charges, with criteria for exemptions.		✓	✓
Provide car parks to Park Mark Safer Parking standards (see www.saferparking.com)		✓	✓
Regularly count the number of cars parked and compare with the number of spaces to check any 'over parking' and 'over spilling'.	✓		
Ensure parking policy is enforced.	✓	✓	
Other			
Replace 'mail-run' vehicles with minibuses when they are life-expired, depending on the extent of inter-site staff travel.			✓



Sustainable fleet management

Travel plans should embrace all the travel that an authority generates, including the management of fleet vehicles. Authorities often have large fleets of vehicles to deliver their services, ranging from motorcycles to car-derived vans, minibuses and refuse collection vehicles.

Some authorities have been greening their fleets for many years. Two examples include:

- The Accessible Sustainable Transport Integration (ASTI) project involving Camden, co-funded by the European Commission LIFE programme, which ran from 1995 to 1998
- The Europe-wide ZEUS project which in the UK comprised Camden, Merton, Southwark, Sutton and Coventry. The 2005 survey revealed that 16 authorities had alternatively fuelled vehicles as part of their vehicle fleet

TfL has published a 'Fuel and fleet management guide' aimed at helping organisations select the correct fuel type for their fleet dependent on the operational requirements of the vehicles. For more information contact worktp@tfl.gov.uk

In 2007, TfL's Freight Unit will be publishing more specific guidance to further support the inclusion of freight issues within workplace travel plans. These will cover freight and servicing plans (addressing delivery, collection and servicing) and construction logistics plans. For more information on freight issues and freight travel planning contact freight@tfl.gov.uk

Good practice example:

From cooking waste to green fuel

Seltrans has secured funding for a pilot scheme which will collect used cooking oil from outlets in its member boroughs and convert it to a sustainable fuel that can be used to power diesel engines. The Biodiesel Initiative for Sustainable Transport from Recycled Oil (BISTRO) will use this biodiesel in council fleets and subsequently in other fleets, such as hospitals. For more information visit www.seltrans.org.uk

Southwark makes a difference with greener fuels

Southwark has 310 cars and 300 other vehicles in its fleet. The authority developed a green fleet strategy in 1997, and in 1998 it was the largest local authority fleet operator of low emission vehicles in the UK.

The fleet services department was successful in winning the first public sector green fleet award in 1999. Petrol vehicles are being replaced over time with vehicles converted to use Liquefied Petroleum Gas (LPG). Diesel vehicles are also involved in biodiesel trials. For more information see 'Southwark makes a difference with greener fuels' at www.est.org.uk/fleet

Reducing the need to travel

Reducing the need to travel can be achieved in a number of ways:

- Working from home - possibly introduced in conjunction with a 'hot desking' policy to reduce costs of office space
- Working at a local authority site nearer to a member of staff's home
- Working a compressed working week or fortnight, for example, achieving 10 days of work in nine days by working longer hours each day
- Challenging the need for meetings and where they are necessary, choosing optimum locations
- Encouraging video-conferencing, web-conferencing, three-way calling and/or conference calling

For more information about the above initiatives see 'A Travel Plan Resources Pack for Employers', DfT, 2003 and 'Developing and Implementing Travel Plans: A good practice guide for the NHS in London', TfL, 2004.

Good practice example:

New office in Lambeth - encouraging sustainable working

Lambeth is creating a new office for 670 staff with only 550 desks and 120 phones. This includes 'Voice over Internet Protocol' (VoIP) for homeworking.

New recruits

It is also recommended that comprehensive information packs about travel options and the travel plan are provided to new and existing staff, and information about the local authority's transport policies are provided to job applicants. Incentives offered as part of a travel plan can provide attractive benefits to complement a basic salary.

4. Securing voluntary travel plans

Guidance on securing iTRACE compliant travel plans through the planning process will emerge from TfL in 2007, and will put in place an effective process for securing robust travel plans. This guide does not, therefore, address the role of the local authority in securing development control related travel plans.

Persuading existing businesses to develop voluntary travel plans is also an important role for a local authority. In order to encourage voluntary travel plan development where there is no formal obligation in place for organisations to produce plans, it is particularly important to stress the benefits that travel plans can bring - including the contribution that a travel plan can make to an organisation in terms of cost savings (see Section 2 and Appendix 2).

Good practice example:

Encouraging voluntary travel plans

Some authorities offer Travel Plan Information Packs or Guides for Employers to encourage voluntary travel plan development. Twenty-five London authorities encourage the development of voluntary travel plans, with six authorities having set up a travel plan network.

TfL fund 11 Sub Regional Travel Plan Coordinators, covering all 33 London authorities. These coordinators work with boroughs and businesses to encourage the development and implementation of voluntary travel plans (see Appendix 4 for contact details).

Encouraging voluntary travel plan development

To encourage local organisations to develop travel plans, an authority can adopt a number of approaches. It could:

- Send a letter with a short accompanying questionnaire to larger employers in the borough to raise awareness of travel plans and identify the level of interest in the development of plans
- Hold one-to-one meetings with employers to establish an organisation's needs and discuss how they could benefit from developing travel plans
- Set up informal meetings with a group of organisations in an area to promote travel plans
- Hold a high profile travel plan meeting with senior representatives of employers in the area, such as a working breakfast hosted by the Mayor of London
- Aim to set up a travel plan network
- Place an enquiry form in local newspapers, council newsletters and/or on the authority's website, inviting businesses to find out more about travel plans
- Work with the Sub Regional Travel Plan Coordinators and TfL

Travel plan networks

Travel plan networks bring together organisations involved in developing and implementing travel plans, thereby facilitating joint-working. These networks help by:

- Facilitating the exchange of information, ideas and good practice between organisations, the local authority, service providers and other stakeholders
- Giving moral and practical support to organisations
- Providing the critical mass to make the provision of services relating to travel plans more viable and to generate an effective bargaining force.

In particular, networks can help to encourage smaller employers to develop and implement travel plans. More than half of the country's travel plan networks are run by local authorities.



Good practice example:

Setting up a travel plan network

The London Borough of Southwark was one of eight partners in a European Regional Development Fund Interreg IIIB programme called Optimum2.

Outputs of the Optimum2 project included production of a good practice guide for setting up a travel plan network based on good practice case studies in London. For further information email worktp@tfl.gov.uk or visit www.optimum2.org/downloads/report31505.pdf

Benefits of travel plan networks to the local authority

Setting up a travel plan network offers a number of direct benefits to local authorities:

- It represents a single point of contact and can provide a useful forum for consultation on local authority plans, policies and proposals
- A network is more likely to produce novel ideas which a local authority may not previously have considered
- Sharing information benefits all organisations. Successes can be widely publicised, and will spur others into action
- A network will have more influence with public transport operators/providers than organisations acting in isolation
- Focussing collective efforts on transport problems should encourage new businesses to an area and help retain existing organisations
- Attitudes towards the authority's own travel plan can be gauged
- Related action may result, for example, in company sponsorship of campaigns and 'safe routes to school' measures/activities

It should be noted, however, that some organisations could be put off from joining a local authority-run network. Therefore, having set up a network, it may be a good idea if the servicing of it could rotate or if meetings could be held at non-council premises.

Good practice example:

A health sector networking group - London's NHS Travel Plan Forum

The health sector is a key travel generator; it has been estimated that five per cent of all traffic is generated by the NHS. The Department of Health has recognised that travel plans are not only important for the smooth running of hospitals and other health sector sites, but also fit well with encouraging healthier living.

A London-wide NHS Travel Plan Forum was launched in November 2005, part-funded by TfL and endorsed by the Regional Public Health Group and the five London Strategic Health Authorities.

The Forum is aimed at Acute Trusts, Primary Care Trusts and Mental Health Trusts, and the overall purpose is:

- To facilitate London-wide networking of NHS Trusts involved in the development and implementation of travel plans
- To provide support to those involved in travel plans by:
 - Identifying opportunities for joint-working for sites that are located close to each other

- Identifying opportunities for joint-working among sites implementing similar initiatives
- Encouraging information sharing and networking among sites, local authority representatives and others
- Signposting sources of support and assistance for travel plan development and implementation

The Forum meets annually, with five smaller sub-regional groups meeting more frequently.

The need for the Forum was identified by NHS Trusts themselves as part of a 2003/04 TfL-funded NHS travel plan project which involved a number of NHS sites in central London. The project also saw development of a good practice guide aimed at the NHS in London entitled: 'Developing and implementing travel plans: a good practice guide for the NHS in London', available by emailing worktp@tfl.gov.uk or from Sub Regional Travel Plan Coordinators.

Taking a zonal approach to travel planning

In some cases a zonal approach with several employers working together to develop a joint travel plan will be beneficial, for example where there is a large concentration of employers such as on a business park. Park Royal is a case where the number of jobs is set to increase significantly but where there is already too much traffic and a joint travel plan is being developed. Similarly, Islington is taking a zonal approach along the A1 corridor.

Good practice example:

A zonal approach - Islington's A1 Project

Islington Council is promoting travel plans to clusters of businesses along the A1 corridor. Once travel plans are developed for each business they will be merged into one overarching plan for the zone, or town centre. Local town centre managers are also involved in the project. The aim of the exercise is to try to deliver larger benefits than if businesses developed travel plans independently.

The project is part of a larger 'A1 Borough' project to change the perception of the road from that of a travel corridor to a series of communities. Issues being studied include the provision of cycle parking, showers and adding a van to the local car club that businesses could share.

Fourteen businesses have pledged to develop a plan so far. They range from large retail stores to exhibition centres and leisure outlets.

The existence of the A1 area improvement project has fuelled businesses' interest in being involved in addressing transport issues. In addition, by developing travel plans, the authority is providing a communications framework which can be fed into its transport strategies and projects.



5. Sources of information and advice

Transport for London

London's local authorities can draw on a wide variety of support for travel planning from TfL. They have provided whole or part-funded Sub Regional Travel Plan Coordinators since 2000, covering most of London. At the time of writing, there were eight coordinators in post, although there is funding available for 11 posts.

TfL's other initiatives to support local authorities include:

- Contributions to funding car share schemes and some car clubs. Nearly all authorities now participate in an area-wide car share scheme, and car clubs cover a number of authorities throughout London
- Launch of a Challenge Fund which provides an average grant of £1,000 for any match-funded travel planning initiative, available to any organisation preparing a workplace travel plan
- Launch of the 'Take a Stand' initiative, which provides up to 20 free Sheffield cycle stands to any business implementing a travel plan
- Substantial discounts on Raleigh pool bikes, parts and accessories
- Development of a comprehensive travel plan monitoring tool (iTRACE) to enable the take-up and effectiveness of travel plans in London to be monitored

- Production of good practice guidance for travel plan development and implementation, including guidance to be published in 2006/07 on:
 - Securing travel plans in London through the planning process - aimed at Development Control Officers, developers/applicants and travel plan officers
 - Residential travel plans
 - Setting up a travel plan network (produced as part of the Optimum2 project)
 - Setting up a company pool bike scheme (produced as part of the Optimum2 project)
 - Choosing the right fuel for fleet vehicles
 - Workplace cycle parking
- Support funding for development of local authorities' own travel plans
- Provision of assistance in travel plan development and financial support to assist organisations in the implementation of measures

London's Sub Regional Travel Plan Coordinators

TfL funds 11 Sub Regional Travel Plan Coordinator posts. These posts offer a range of assistance to organisations on travel planning, and their activities include the promotion of car share schemes, and publishing guidance for businesses to encourage travel plan development. Examples of outputs from different sub regions are provided below:

North Central Travel Plan Network

- Covers Camden, Islington, Haringey, Westminster, Kensington & Chelsea and City of London
- Web-based advice on www.camden.gov.uk/nctn
- Sponsors of www.northlondontransport.org car share scheme

North London Transport Strategy

- Covers Waltham Forest, Enfield and Barnet
- Travel plan advice

South East London Transport Strategy (Seltrans)

- Covers Lambeth, Southwark, Greenwich, Lewisham, Bexley, Bromley and Croydon
- Guidance to businesses currently in preparation
- Travel plan advice leaflet and posters
- Sponsors of www.givealift.com car share schemes

South West London Transport Conference (SWELTRAC)

- Covers Kingston upon Thames, Richmond upon Thames, Wandsworth, Sutton and Merton
- 'Business travel plans: Working for companies and communities'
- 'Cycle Friendly Employers' Guide'
- Sponsors of www.sharethecar.org car share scheme

Thames Gateway London Partnership

- Covers Barking & Dagenham, Tower Hamlets, Havering, Newham, Hackney and Redbridge
- 'Travel Plan Toolkit: a guide to travel planning for Local Planning Authorities, developers and professionals'
- Sponsors of www.gateway2share.com car share scheme

West London Transport Strategy

- Covers Ealing, Brent, Harrow, Hammersmith & Fulham, Hillingdon and Hounslow
- West London Partnership sponsors of www.westlondoncarshare.com car share scheme

For full contact details of Sub Regional Travel Plan Coordinators see Appendix 4.

Good practice example:

Promoting travel plan best practice among local authorities

TfL also promotes best practice in travel planning and travel awareness by recognising those that have made good progress within these areas. The London Sustainable Transport Awards 2006 recognised the following organisations for their achievements:

Sustainable Transport Borough of the Year: Lambeth

Having produced its own travel plan, the local authority is working with a number of businesses to develop a travel plan network and increase the number of travel plans in the borough. Lambeth has also successfully developed a car club strategy which is now being implemented across the borough.

Best Council Travel Plan: Islington

Islington is setting a positive example by implementing a comprehensive travel plan with detailed, measurable and ambitious targets, which are complemented by a set of nine policies and guidelines. These policies cover all elements of travel planning, from car parking and cycling allowances to pre-paid Oyster cards for work trips. The council has also worked to green its vehicle fleet, and now more than one third of its fleet run on various forms of alternative fuels.

Most Business Travel Plans Secured in this Year: Croydon

There has been much activity in the boroughs to encourage businesses to engage in workplace travel planning, which is demonstrated by the high numbers of travel plans obtained by boroughs this year. With excellent support from Seltrans sub regional travel plan coordinators, Croydon obtained the highest number of travel plans this year.

Most Innovative Initiative for Promotion to Business: Camden's Holborn Transport Management Association

The Holborn Transport Management Association has taken a holistic approach to all transport modes within its Business Improvement District, and has successfully encouraged strong working partnerships between public and private sector. By effectively combining travel planning with 'hard measures', excellent results have been achieved after only seven months of operation. It has also been very successful in obtaining funding from many different sources.

'Good Going'

'Good Going' (www.goodgoing.co.uk) is a London-wide travel awareness campaign to promote sustainable transport in the Capital. Launched by Tower Hamlets in September 2003, 30 of London's local authorities are now members.

The campaign enables the Mayor of London (through TfL), London's local authorities and cross-sector partners to come together to promote a wide range of sustainable transport and travel awareness initiatives. These initiatives are designed to encourage walking, cycling and public transport use in preference to the car, and to promote car sharing when this is an option. In May 2005, the DfT published guidelines for local authorities on 'Making Campaigning for Smarter Choices Work', see www.dft.gov.uk

In April 2004, TfL agreed that 'Good Going' would become the travel awareness campaign for London.

Good practice example:

Travel plan links to 'Good Going'

Harrow now pursues all of its travel awareness activity, including work to promote cycling, car sharing and walking, through the 'Good Going' branding. One such initiative is Feet First, a new walking group launched in June 2005 providing weekly lunchtime walks for staff. 'Good Going Harrow' has received high profile publicity across London and the world, with celebrity endorsements and support from Timmy Mallett, Rob Lowe and a range of Bollywood stars.



TravelWise

All of London's 33 local authorities, plus TfL, are members of the National TravelWise Association. London's Government is currently developing a website via TravelWise with guidance, good practice, travel plan templates and case studies (see www.londontravelwise.org.uk).

Association for Commuter Transport

The Association for Commuter Transport (ACT) is a non-profit making organisation that was set up in 1997 to provide support on travel plans. It works closely with the DfT, and members include local authorities, government organisations, transport operators, consultants, commercial businesses, universities and colleges, and health trusts, as well as 20 of London's local authorities.

Members have access to a range of benefits, including specialist advice on developing and implementing travel plans. ACT facilitates networking among travel planners and produces newsletters, factsheets and webzines. It also runs conferences, master classes and training courses. For more information see www.act-uk.com

Transport 2000

Transport 2000 is the national environmental transport body. The organisation has been campaigning for the increased take-up of travel plans for some time, and has promoted best practice and the exchange of ideas. One of its most successful initiatives was the Ground Floor Partners Network, a forum to promote travel plans among employers (now replaced by the Business Travel Network). With the DfT, Transport 2000 has also published several research reports on travel planning. Various examples of good practice by employers can be found on its website at www.transport2000.org.uk

Good practice example:

The DfT's Business Travel Network operated by Transport 2000

The Business Travel Network is a national group for employers implementing travel plans which meets regularly to promote best practice and exchange ideas. It is funded by the DfT, operated by Transport 2000 and builds on the work of the Ground Floor Partners Network. Members use the group to find out about new developments in travel planning and national transport policy. They also report on their own progress in cutting car use as well as develop partnerships, provide feedback on policy interventions and encourage other employers to develop workplace travel plans.

Current members include the Halifax, the Royal Bank of Scotland, Boots, Pfizer, Vodafone, Orange and the Prudential. Meetings are hosted by participating companies. If your company is developing a travel plan and would be interested in attending a Business Travel Network meeting, contact Marie Morice at Transport 2000 on 020 7613 7724.



Appendix 1: Travel plans in London - the policy context

There have been a number of Government directives encouraging local authorities to develop travel plans.

The **1998 Transport White Paper** urged local authorities both to lead by example and to 'secure widespread voluntary take-up of green transport plans through partnership with business and the wider community'.

Similarly, the **Urban White Paper 2000** expected 'local authorities to set a good example by adopting travel plans and using cleaner fuelled vehicles', while the **Local Government Act 2000** introduced a duty on local authorities to contribute to sustainable development. Travel plans provide a means of addressing sustainable development.

Revised Planning Policy Guidance on Transport (PPG13) in 2001 urged local authorities 'to set an example by adopting their own plans'. It also said that, as planning authorities, they should seek the submission of travel plans with planning applications for major development. It also urged that travel plans should be submitted for smaller developments which would generate 'significant amounts of travel in, or near to, air quality management areas'. This is especially important in London where most authorities have a declared Air Quality Management Area.

In 2002, the DfT, with Transport 2000, published **'Making Travel Plans Work: Lessons from UK case studies'** which included a number of local authority case studies. Also published in 2002 was a Best Practice Guide on **'Using the planning**

process to secure travel plans'. This guide provided detailed advice on securing travel plans through the planning process, and how to make travel plan requirements appropriate and effective. It concluded that '... there is considerable scope for more effective use of the planning process in securing travel plans, particularly in terms of increasing the number of authorities actively engaged'.

The **2004 Transport White Paper** continued to promote the travel plan approach, 'making sure that the public sector leads by example'. There are targets for all Government departments to reduce car commuting to their workplaces by five per cent by 2006; and for all schools to have travel plans by March 2010. The Department for Transport's parallel publication **'Smarter Choices - changing the way we travel'** outlined the 'considerable potential for behavioural interventions such as school and workplace travel plans'.

In December 2004, the DfT published **'Making Smarter Choices Work'**, a specific guide for local authorities. 'Smarter choices' include school and workplace travel plans, individualised marketing (or personalised travel planning), improved public transport information and marketing, car sharing, car clubs and the encouragement of teleworking and teleconferencing. Research commissioned by the DfT found that an intensive smarter choices programme could reduce urban peak hour traffic by 21 per cent. It also found that measures targeting the journey to work - workplace travel plans, car sharing and teleworking - could deliver about half of this reduction.

Based on the research, the main ways the DfT sees local authorities promoting workplace travel plans are by:

- Employing a dedicated team to promote travel plans to businesses
- Ensuring development control planners review all applications and require travel plans to be developed for all large and significant developments
- Creating partnerships with public transport operators for special deals with companies developing and implementing travel plans
- Targeting larger employers with congested sites to address the traffic they generate
- Setting up travel plan networks
- Offering grants to businesses for implementation of measures to encourage sustainable travel

Since the revisions to PPG13 which took place in 2001, the planning system has undergone major change through the **Planning and Compulsory Purchase Act 2004** and related Regulations and it now has a statutory duty to deliver sustainable development. **Planning Policy Statement 1: Delivering Sustainable Development (PPS1) (2005)**, includes sustainability policy objectives and principles that support the development of travel plans. In addition, PPS1's objectives, along with **Circular 05/2005: Revised Guidance on Planning Obligations**, form the basis of the policy framework for negotiating residential travel plans.



Given local authorities' new role as a result of the **Local Government Act 2000** in promoting and improving the economic, social and environmental wellbeing of their areas, there is increasing partnership working, eg in the preparation of community strategies through Local Strategic Partnerships. Joint work with the health sector has also increased, not least in recognition of the health and exercise aspect of travel plans.

The **2004 Public Health White Paper** advocates more cycling and walking, and back in 2002 the Chief Medical Officer made the transport connection in his Annual Report: 'The Government has recently set a challenging target for 70 per cent of the population to be active by 2020. The target (at least 30 minutes a day of a moderate activity, such as brisk walking) will only be achieved by helping people to build activity into their daily lives, in addition to encouraging participation in sports. Therefore, addressing transport to ensure that walking and cycling can be built into daily life will be key.'

Travel plans can also help to reduce the impact of climate change. Transport (including road traffic) is the only growing source of carbon dioxide emissions. This issue is extremely serious and is debated regularly by world leaders at Earth Summits. Carbon dioxide does not dissolve or vanish, has a lifetime of up to 200 years, and is changing climate and raising sea levels. **The Stern Report (October 2006)** highlighted the economic impact of global warming and concluded that urgent action at an international level is needed to avoid climate change damaging economic growth.

The **Mayor's Transport Strategy** advocates travel plans with 'workplace travel plans [to be] produced where appropriate' when authorities are exercising their development control and development plan functions. Travel plans will also support the Mayor's Air Quality Strategy, Walking Plan for London, London Cycling Action Plan and proposed Low Emissions Zone as well as the Transport Strategy's implementation targets, particularly on traffic, cycling and walking levels.

In 2004, the Greater London Authority published '**Help create a green London: advice for business**', see www.london.gov.uk/mayor/environment/key-documents.jsp. It advises that: 'Travel plans can increase productivity through improved access for deliveries, a healthier more motivated workforce and cost savings from reduced car parking spaces. They can reduce local congestion, increase the speed of traffic for necessary journeys, reduce driver stress and enhance relations with the local community. The DfT and TfL provide guidance on travel plans'.



Appendix 2:

Making the business case for local authority travel plans

Introduction

There are many reasons for implementing a travel plan including:

- To reduce traffic congestion
- To reduce air pollution and carbon dioxide emissions
- To reduce road casualties and, increasingly
- To improve health and fitness

But the basic business case is often overlooked. A good local authority travel plan will improve the efficiency, environmental credentials and image of the authority.

The following approach could be used to kick-start a travel plan which has encountered a stumbling block or lost momentum, or it could help the authority to persuade local businesses to develop travel plans. Information about costs, savings and tax concessions are also provided.

Making a business case: a step-by-step plan

Step 1: Identify existing costs or problems

Start by asking these questions:

- Do sites have reputations for congestion? If they are not currently suffering congestion problems, will there be issues in the future?
- What are car park maintenance, security and lighting actually costing?
- How much is spent on business mileage?
- Are staff sickness and turnover rates too high?
- What are advertisements for staff recruitment costing?
- How much budget has been spent on agency/temporary staff?

Step 2: Identify possible improvements

Think about what difference a few more people walking, cycling, car sharing or catching the bus and train/underground would make. Also, what impact would more homeworking or more flexible hours for staff have? By providing staff with increased choice on travel and working hours would you:

- Widen your catchment area for staff?
- Reduce staff sickness?
- Have better retention rates for staff?
- Improve morale?
- Reduce stress levels among staff?
- Increase staff punctuality?

As an example of the impact that travel plan measures can have, a survey by recruitment

agency Reed found that 45 per cent of employees would rather work for an employer which had a car sharing scheme - and car sharing is relatively easy to introduce. Car sharing can bring cost savings to an organisation on car park maintenance, and sharers can save significant amounts of money, depending on how far they travel. Car sharing is a popular measure as people still use cars while also saving money.

Step 3: Identify benefits to your organisation's image

Consider the following questions:

- What impression do visitors have of your site?
- Are you recognised as a 'good neighbour' and an 'employer of choice'?
- How is your environmental management and performance - is it good on energy use, water saving and waste disposal, but poor on transport? Customers are increasingly questioning the environmental and social ethics of organisations. They want them to be aware of their corporate responsibilities. Minimising car use will improve your image in this respect.
- Are deliveries difficult?
- Would a fire brigade audit find any escape routes and assembly points hindered by parked cars?
- Does parking overflow?
- Perhaps parking is adequate now but what about the future? What impact will more staff have?

- Do your occupational health staff address travel to/from work? Flu jabs and preventing stress are fine but so is healthier travel to work!

In short, travel plans are good for public relations!

Step 4: Identify benefits to you as an employer

Offering more flexible hours may help your authority retain staff, thus reducing recruitment costs and absenteeism and making it more effective at reacting to changing market conditions. Travel plans are complementary with work-life balance initiatives. Also, the Employment Act 2002 provides new rights to employed parents with children under the age of six, or disabled children under 18. From April 2003, employees have been able to apply to work flexibly and their employer has a duty to consider their requests seriously.

Step 5: Add up all these benefits so far

The benefits of travel plans are considerable - to individuals, employers and the local community. Implementing a travel plan can save an organisation money and enhance its standing in the community. Some benefits may be more difficult to quantify such as having a healthier workforce as a result of more walking/cycling and less time spent sitting in cars (although TfL is currently researching this whole area), but are still part of the cost/benefit analysis.

Example:

The business case for cycling

Assume that it costs £500 to buy and install cycle racks for 10 bikes and that the cost of maintaining each car parking space is £500 per space per year. If you can persuade 10 people to cycle to work you will have spent £500, and yet will save £5,000 every year. You can also use the vacated car parking space for development or environmental improvements.

Example:

Average cost of travel plans

A DfT study found that the average annual cost of a travel plan was £47 per full time employee. This compares very well with the annual cost of maintaining a car parking space, which is about £500 (UK-wide estimate from study).

Step 6: Consider ways to reduce costs

Now think about how you can reduce some of these costs. The overall cost of implementing a travel plan will depend partly on the amount of assistance from other partners. Obviously, the more of these there are, the less the organisation will have to spend to achieve a given reduction in car use. Examples might include:

- A train operator bearing the cost of a discount
- TfL's provision of cycle routes and bus lanes
- Local car share or car club schemes

Another key factor is the revenue stream from car parking charges. Some organisations completely cover their travel plan expenditure in this way. The cost of implementing travel plans will vary enormously depending on the location, and the number of staff employed, but the following tables present some sample costs.

For further details see 'Making Travel Plans Work', the DfT (www.dft.gov.uk) and publications from the Energy Saving Trust (www.est.org.uk).

Sample costs of travel plan initiatives

Initiative	Typical costs
Part-time Travel Plan Coordinator, salary plus on-costs	£20,000 p.a.
External recruitment of coordinator	£2,000
Publicity and promotion	£10,000 p.a.
Staff travel survey	£5,000
Locker for bike and equipment	£500
Cycle rack for two bikes	£100
Locker for clothing	£70
Installation of one shower	£2,500

Source: 'Making Travel Plans Work: Research Report'; and various, DfT, 2002

Sample running costs of existing travel plans

Organisation	Number of employees (FTEs)	Initial set-up cost	Annual running cost	Annual running cost per employee
Buckinghamshire County Council	2,200	£33,000	£125,000	£57*
Government Office for the East Midlands	245	£10,224	£10,000	£42
Wycombe District Council	502	£46,000	£3,000	£6

* Excludes teachers and social workers
Source: 'Making Travel Plans Work: Research Report', DfT, 2002





Some examples of possible savings in costs and increases in revenue are given below.

Car park maintenance - assume:
200 spaces
15% fewer needed due to modal transfer
Cost of maintaining one space = £2,000 per year
Saving = £60,000 per year

Car parking charges - assume:
150 pay £2 a day on 190 days per year
Revenue = £57,000 per year

Car mileage payments - assume:
£500,000 per year
5% reduction
Saving = £25,000 per year

By comparing these examples with the costs in the table on the previous page (some of which are one-off) it can be seen that travel plans can be cost-neutral and indeed save money. For instance, a modest reduction in car mileage payments could pay for a part-time Travel Plan Coordinator. Similarly, car parking charges could be ploughed back into providing various measures and/or a coordinator post.

Step 7: Add in tax concessions

The tax and National Insurance systems encourage employers to develop and implement travel plans, and a number of benefits to employees are not taxable. The following are currently exempt from any tax charge or National Insurance contributions (NICs).

- Free or subsidised works buses
- Occasional lunchtime use of a works bus
- Subsidies to public bus services (not to train services)
- Bicycles and safety equipment
- Cyclists' breakfasts - the previous limit of six per year no longer applies
- Workplace parking for bicycles and motorcycles

Employers and employees do not need to report these to HM Revenue and Customs. There are a number of other benefits too:

- Employers can pay a cycle business mileage allowance of 20p/mile, after which it becomes taxable. If an employer pays nothing or less than 20p/mile, the employee can claim tax relief on the difference between the 20p/mile and the amount received
- Employers can claim relief for travel plan capital expenditure if they buy bicycles or buses, or computer equipment and related software to set up and monitor a travel plan
- There is no tax or NIC liability on low or interest-free loans for season tickets under £5,000 that are repaid in full

- Employees do not have to pay tax or NICs if their employer provides alternative transport when a car share arrangement breaks down. This concession applies to a maximum of 60 journeys per employee in one tax year
- Employees do not have to pay tax or NICs if their employer bulk-buys season tickets at a discount, so long as they repay the full discounted cost and the employer's administrative costs of purchasing the tickets are minimal
- A new government scheme of bicycle purchase has tax benefits for employers and employees. For more information see the following websites:
 - www.dft.gov.uk
 - www.cyclescheme.co.uk
 - www.halfordsb2b.com/bikes4work-schemes.asp
 - www.booost.uk.com

For more information see www.hmrc.gov.uk/green-transport/travel-plans.htm

Appendix 3:

Local authority travel plans - links with other corporate policies

A travel plan often sits separately from an authority's other corporate policies, although there can be strong links to other policies and therefore the travel plan should recognise this. Examples of policies to which the travel plan should link are provided below:

Corporate Social Responsibility (CSR)

The environmental and social ethics of organisations are increasingly being questioned and consequently many are developing CSR policies. Some organisations include the fuel use of delivery vehicles in their CSR policies, but addressing issues about staff travel is still rare.

Work-life balance

The Employment Act 2002 provided additional rights to employed parents with children under six, or disabled children under 18. From April 2003, employees have been able to apply to work flexibly and their employer has a duty to consider their requests seriously. Within the first year, one million employees had made requests, of which 80 per cent were granted and another 10 per cent found a solution by negotiation. From April 2007, eligibility will be extended to working carers of adults.

Homeworking and more flexible and compressed working hours also help to improve work-life balance, while at the same time reducing the amount of traffic generated by an organisation. They are therefore important measures to include as part of a travel plan. They can also help to increase productivity. For example, BT has embraced flexible working heavily since 1984. Its home workers are 21 per cent more

productive and have an average of three days less sickness absence per year.

Environmental management

Many organisations audit their environmental performance through ISO 14,001 or Eco-Management and Audit Scheme (EMAS) accreditation. ISO 14,001 specifies the actual requirements for an environmental management system. It applies to those environmental aspects which the organisation has control over and which it can influence.

EMAS was reviewed and strengthened in 2001. It has now been extended to cover all sectors of economic activity including local authorities. ISO 14,001 has been adopted as the environmental management system for EMAS. Employees are meant to be involved in implementation of EMAS and all activities of the organisation have to be covered. To date, vehicle fleets and suppliers' deliveries have often featured, but not always employees' travel to and from work.

For more information see 'Transport and Environmental Management Systems' (reference GPG318) which can be ordered from the Energy Saving Trust on 0845 602 1425.

Occupational health

Occupational health staff address issues in the workplace which affect the health of staff, and aim to prevent ill health, by arranging flu jabs for example. They do not generally address travel to and from work - yet this can be stressful and affect health, punctuality and performance at work.

'Well @ Work' is a pilot scheme taking place across the country to trial methods of 'healthy interventions' aimed at improving the health of employees at a variety of workplaces. The aim is to establish which changes made in and around the workplace positively influence employees' lifestyles and improve their health.

Increasing physical activity will be a major focus of 'Well @ Work', but projects will also be aimed at improving diets, giving up smoking, reducing alcohol intake and other lifestyle changes. The methods will include a range of interventions including the use of pedometers to encourage walking, and workplace awareness campaigns on smoking, physical activity, alcohol and diet. The project will also focus on the working environment and how this can influence employees' health.

Some 'Well @ Work' projects will involve single employers across a range of sites, such as Exeter City Council, while other projects will involve multiple employers across a region or county. The projects are taking place in two phases - phase one began in June 2005 and phase two in September 2005. A report of findings will be prepared in 2007.

For more information see www.bhf.org.uk

Equal opportunities

Free car parking is often provided for staff but is not an equitable policy if little or nothing is given to non-car users. Car parking space costs money to provide and maintain, encourages car travel at peak times, and does not sit easily with travel plan policies to minimise car use.



Appendix 4: Useful contacts

Investors in People (IiP)

More than 32,000 organisations employing 27 per cent of the UK workforce have received the IiP national standard, which sets good practice for improving performance through employees. Employers take specific actions to support and develop their employees. Both the widening of travel choices and the processes entailed in doing so can motivate and support employees and fits well with IiP. The Public Health White Paper 2004 states that a new healthy business assessment will be incorporated in the IiP Standard when it is next reviewed in 2007. This will identify the advantages for employers and employees of investing in staff health.

For more information see www.iipuk.co.uk

Efficiency

Arising from Sir Peter Gershon's Independent Review of Public Sector Efficiency - 'Releasing resources to the front line' - in July 2004, the Chancellor's Spending Review builds on existing best practice and proposes efficiency savings in local government of 2.5 per cent per annum. This is expected to deliver £6.45 billion of efficiencies and productivity improvements by 2007/08, thereby releasing additional resources to front-line services. Travel plans can contribute to public sector efficiency in a number of ways, for example, through more productive and less stressed staff, lower turnover rates and reduced expenditure on business car mileage.

For more information see www.hm-treasury.gov.uk

Health and Safety

Parking outside of designated areas can hinder escape routes, emergency access and assembly points. Parking that is managed and enforced will eliminate these problems.

For more information see www.hse.gov.uk/roadsafety

Comprehensive Performance Assessment (CPA)

CPA was introduced in 2002 under the Local Government Act 1999. CPA measures how well local authorities are delivering services for local people and communities while reducing the overall regulatory burden on local government. CPA involves a complex set of judgements reflecting the nature of local government bodies themselves and the services that they provide.

The strength of CPA is that it looks at performance from various perspectives which, taken together, provide a more complete picture and a better understanding of where to target activities to secure improvements in service delivery. A travel plan can illustrate an authority's adoption of Best Value principles in terms of financial management and social and environmental stewardship.

For more information see www.audit-commission.gov.uk/index.asp

London's Sub Regional Travel Plan Coordinators

Contact details for London's Sub Regional Travel Plan Coordinators, and the boroughs they cover, are provided below.

North Central Travel Plan Network (NCTN)

NCTN covers the London Boroughs of Camden, Corporation of London, Haringey, Islington, Kensington & Chelsea, and Westminster.

NCTN
London Borough of Camden
5th Floor, Town Hall
Argyle Street
London
WC1H 8EQ

Tel: 020 7974 2629
Email: travel.plan@camden.gov.uk
Web: www.camden.gov.uk/nctn

South East London Transport Strategy (SELTRANS)

SELTRANS cover the London Boroughs of Bexley, Bromley, Croydon, Greenwich, Lambeth, Lewisham and Southwark.

SELTRANS
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Tel: 020 8461 7995
Email: travelplans@bromley.gov.uk
Web: www.seltrans.org.uk

South & West London Transport Conference (SWELTRAC)

SWELTRAC covers the London Boroughs of Kensington & Chelsea, Kingston upon Thames, Merton, Richmond upon Thames, Sutton and Wandsworth.

SWELTRAC
London Borough of Richmond upon Thames
44 York Street
Twickenham
TW1 3BZ

Tel: 020 8487 5039
Email: sweltrac@richmond.gov.uk
Web: www.sweltrac.org.uk

Thames Gateway London Partnership (TGLP)

TGLP covers the London Boroughs of Barking & Dagenham, Hackney, Havering, Newham, Redbridge and Tower Hamlets.

TGLP
London Borough of Barking & Dagenham
Regeneration and Environment
127 Ripple Road
Barking
IG11 7PB

Tel: 020 8227 3943
Email: travelplans@lbdd.gov.uk
Web: www.thames-gateway.org.uk

North London Transport Forum (NLTP)

NLTP covers the London Boroughs of Barnet, Enfield and Waltham Forest.

NLTP
London Borough of Waltham Forest
Planning & Transportation
16 The Ridgeway
Chingford
London
E6 4PS
Tel: 020 8496 6066
Email: nltp@walthamforest.gov.uk
Web: www.nltp.org.uk

West London Transport Strategy

West London Transport Strategy comprises the London Boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow.

West London Transport Strategy
London Borough of Ealing
Perceval House
14-16 Uxbridge Road
London
W5 2HL
Tel: 020 8825 7223
Email: WestLondonTravelPlans@ealing.gov.uk
Web: www.westlondonalliance.org

Organisations providing workplace travel planning support/guidance

Transport for London

TfL provides advice, guidance and other support to facilitate effective workplace travel planning.

Transport for London
Travel Demand Management
3rd Floor, Wing Over Station
55 Broadway
London
SW1H 0BD

Tel: 020 7222 5600
Email: worktp@tfl.gov.uk
Web: www.tfl.gov.uk

Transport 2000

The national environmental transport body, providing a range of information, publications and examples of good practice for those developing travel plans. The organisation runs the Business Travel Network with funding from the DfT.

Transport 2000
The Impact Centre
12-18 Hoxton Street
London
N1 6NG

Tel: 020 7613 0743
Email: info@transport2000.org.uk
Web: www.transport2000.org.uk

Department for Transport

The DfT has produced a number of reports, guides and documents promoting travel planning and smarter travel choices including:

- Walking and Cycling: An Action Plan (2004) (plus progress reports)
- Encouraging walking and cycling: success stories (2004)
- Cycle to Work scheme implementation guidance (2005)
- Walk In to Work Out - walking and cycling to the workplace
- Making Travel Plans Work (2002) (includes Lessons from UK Case Studies, Case Study Summaries and Research Report)
- Smarter Choices - Changing the Way We Travel: Case study reports (2004)
- Good practice guide on car sharing and car clubs (2004)
- Making Residential Travel Plans Work: Guidelines for new development (2005)

The above publications can be obtained at www.dft.gov.uk or by calling 0870 1226 236.

Association for Commuter Transport (ACT)

A UK travel plan network which produces a regular newsletter and provides seminars, training and information on travel plans, including examples of good practice.

ACT
1 Vernon Mews
London W14 0RL
Tel: 020 7348 1977
Email: mail@act-uk.com
Web: www.act-uk.com

Energy Saving Trust (EST)

A not-for-profit organisation working to achieve the sustainable use of energy and to cut carbon dioxide emissions. Produces a range of publications on travel plans, including Travel Plan News.

EST
21 Dartmouth Street
London
SW1H 9BP
Tel: 020 7222 0101
Web: www.est.org.uk

For travel plan publications and Travel Plan News, telephone 0845 602 1425.

Sustrans

The national UK sustainable transport charity. Produces a range of information on active travel to promote cycling and walking as effective ways to improve health, including two newsletters - 'Healthy Travel' and 'Active Travel News'.

Sustrans
National Cycle Network Centre
2 Cathedral Square
College Green
Bristol
BS1 5DD

Tel: 0117 915 0134
Email: activetravel@sustrans.org.uk
Web: www.sustrans.org.uk

Appendix 5: 2005 travel plan survey sent to local authorities

Transport 2000 survey of London authorities' travel plan activity

Please expand your answers, if necessary, on a separate sheet, and send a copy of your Travel Plan, any guidance and other relevant documents
Please TICK boxes

Contact details

Name Job title

Authority Tel

Email

Own Travel Plan

Does your authority have an approved Staff Travel Plan? Yes No

If so, when was it last reviewed?

Have you started to implement it? Yes No

Does it include?

- | | | | |
|--------------------------------|--------------------------|------------------------------|--------------------------|
| Car sharing scheme | <input type="checkbox"/> | Cycle purchase loans | <input type="checkbox"/> |
| Car parking charges | <input type="checkbox"/> | Discounts at cycle dealers | <input type="checkbox"/> |
| Pool cars | <input type="checkbox"/> | Pool bikes | <input type="checkbox"/> |
| Public transport information | <input type="checkbox"/> | Cycle parking | <input type="checkbox"/> |
| Season ticket/Travelcard loans | <input type="checkbox"/> | Showers, changing facilities | <input type="checkbox"/> |
| Free Travelcards | <input type="checkbox"/> | Flexible working practices | <input type="checkbox"/> |
| Alternative fuel vehicles | <input type="checkbox"/> | | |

Other

What cycle business mileage rate do you pay?

What initiatives have been particularly innovative/successful?.....

.....
.....

Travel to work modal share, if known:	'Before'	'After'
	%	%
Walking
Cycling
Bus
Train/Tube/DLR/Tramlink
Car on own
Car as passenger

Any other information about the effects?

.....
.....

Can your staff use a car club for business travel? Yes No

Do you employ a Travel Plan Co-ordinator? Yes No

If yes, contact details

Is the post currently vacant? Yes No

Securing Travel Plans through the planning process

Do you have a policy on this? If so, please send a copy Yes No

Is guidance published for developers/applicants?
If so, please send a copy Yes No

How many have been secured?

Have you secured any residential Travel Plans? Yes No

Have any businesses failed to meet Section 106 obligations to develop/introduce Travel Plans? Yes No

If so, give details (eg number, action taken)
.....

What would assist your authority in ensuring adequate enforcement/monitoring?
.....
.....

Securing voluntary Travel Plans

Do you encourage businesses to do Travel Plans? Yes No

If so, how?
.....

How many Plans have been secured in this way?

Have you set up a local Travel Plan Network? Yes No

School Travel Plans

How many schools in your area?.....

Number implementing Plans, whether through the planning process or voluntarily?
.....



Appendix 6: Findings from the 2005 travel plan survey of London's local authorities

The survey was undertaken in August 2005. All 33 authorities returned completed questionnaires, representing a 100 per cent response rate.

Own travel plan

Most (20) authorities had their own travel plan in place and had started to implement the plan. Several were reviewing their plans in 2005. Nine authorities that did not yet have a plan had drafts they were developing. Four authorities had not prepared a travel plan.

Measures

Measures implemented in order of 'popularity' were:

Travel plan measure	Number of local authorities
Cycle parking	24
Cycle business mileage rate	22
Showers	20
Flexible working	19
Season ticket/Travelcard loans	19
Car sharing scheme	19
Public transport information	17
Alternative fuels	16
Discounts at cycle dealers	15
Pool bikes	14
Pool cars	12
Cycle purchase loans	12
Car parking charges	5
Free Travelcards	5

A cycle business mileage allowance was paid by 22 authorities, either at a rate per mile, varying from 10p to 50p, or as a weekly, monthly, quarterly or annual amount. Richmond upon Thames and Waltham Forest paid the highest mileage rate and Hammersmith & Fulham the highest amount - £36/month. This is a flat rate linked to the cost of a Zone 2 bus pass. Camden and Haringey pay £250 per annum.

Successes

Authorities were asked to highlight any particularly innovative and successful initiatives. Examples cited included:

- **Bexley** - offered free pedometers to encourage walking
- **Brent** - 'Fit Friday Free Health Checks' made staff think about the health impacts of their commuting
- **Croydon** - were reviewing car allowances to favour more efficient cars, providing lump sums to reflect expected mileage and offering incentives to reduce mileage
- **Ealing** - City Car Club membership and bays with cars in the staff car park. Cycle training. Dr Bike sessions. Staff car parking to be reduced
- **Hammersmith & Fulham** - Improvements to cycle parking - the survey showed that one in 10 staff cycle to work

- **Harrow** - Lead Borough in West London Car Share. The scheme had 1,675 members, as at August 2005
- **Islington** - Free cycle training. Free Zone 1-2 Travelcard for hard-to-recruit posts. Annual walk and cycle awards. Bike buddies and boot buddies. Fleet of electric scooters. Currently considering phasing out/offering alternatives to car user allowances and introducing car parking criteria
- **Kensington & Chelsea** - Employee Travel Kits distributed to all staff
- **Kingston upon Thames** - 'Cycle 50% Club' is a pilot project involving 20 staff to encourage them to commute by bike, by providing training, equipment and a bike buddy
- **Lambeth** - Personal alarms. Self defence courses. Cycle training. Cycle maintenance courses
- **Lewisham** - Staff car parking permit charges
- **Richmond upon Thames** - Very well used electric pool car
- **Sutton** - Free breakfasts for 'green travellers'. Monthly themed events, eg Bike2Work Week, Walk2Work Week, TravelWise Week, Car Club Week, Car Share Week
- **Waltham Forest** - Pool car. Fleet of alternatively fuelled vehicles

Other initiatives that were mentioned included homeworking, free health checks, cash alternative to leased cars, Bicycle User Group, TfL's Journey Planner available via intranet and internet, production of newsletters and information packs.

How staff travel to work

Twenty-one authorities provided details from 'before travel plans surveys' of how their staff normally travel to work. The average for the 21 authorities is shown below. Train includes National Rail, Underground, Docklands Light Railway and Croydon Tramlink:

Mode of transport	Percentage
Walk	11%
Cycle	5%
Bus	13%
Train	22%
Car on own	45%
Car as passenger	5%

Obviously there were big variations across London, reflecting mainly the availability of train services. But it is important to remember that every location, local transport network and staff catchment area is different. So the most relevant results are those that compare the 'after surveys' with the 'before surveys'. Nevertheless, some particularly good results stand out, even for 'before surveys'. Note that 12 authorities did not have 'before surveys'.



Mode	'Before survey' figure	Local Authority
Walk	22%	Brent
	20%	Redbridge
	19%	Bexley, Hounslow
Cycle	10%	Hammersmith & Fulham
	9%	Richmond upon Thames, Southwark
	8%	Camden
Bus	22%	Lambeth
	20%	Brent, Hackney
Train	72%	Corporation of London
	57%	Kensington & Chelsea
	45%	Camden
	43%	Islington
	31%	Brent, Lambeth, Tower Hamlets
Car on own	8%	Corporation of London
	13%	Kensington & Chelsea
	17%	Islington
Car as passenger	15%	Sutton
	14%	Hounslow
	11%	Havering

Only six authorities had undertaken 'after surveys' of staff travel to work patterns. Due to the surveys being undertaken at different times, with varying periods between them and using different methodologies, direct

comparisons should not be made. Nevertheless, the results are encouraging and show a positive trend towards use of sustainable travel modes.

Staff travel to work modal shares ('before' and 'after' travel plans were implemented) - all figures provided as percentages.

Authority	Walking		Cycling		Bus		Train		Car on own		Car passenger	
	Before	After	Before	After	Before	After	Before	After	Before	After	Before	After
Camden	10	12	8	9	11	18	45	50	24 ⁽¹⁾	9 ⁽¹⁾	-	-
Enfield	14	14	2	2	15 ⁽²⁾	18 ⁽²⁾	-	-	59	56	5	9
Lambeth	6	9	7	9	22	20	31	34	29	24	4	4
Southwark	4	7	9	8	10	19	24	32	49	32	1	2
Sutton	13	14	4	4	8	9	4	6	62 ⁽¹⁾	60 ⁽¹⁾	-	-
Wandsworth	7	6	5	6	24 ⁽²⁾	33 ⁽²⁾	-	-	59	53	4	1

1. All car
2. Includes all public transport

In most cases the proportions walking and cycling have increased. This is also the case with buses, with a substantial increase in bus use seen in two cases. Train travel has increased significantly in all cases and 'drive alone' car travel decreased significantly in most cases. Take-up of car sharing has been low, with public transport accounting for most of the transfer from cars.

Car clubs

Car clubs are a relatively new phenomenon and there has been considerable activity in this area by some authorities. The survey revealed that staff in eight authorities can use a car club for business travel.

Employment of a Travel Plan Coordinator

Eighteen authorities employed a Travel Plan Coordinator, although in three authorities the post was vacant at the time of survey. Some authorities use the services of a Sub Regional Travel Plan Coordinator.

Securing travel plans through the planning process

Policy

Twenty-one authorities had a specific policy to secure travel plans through the planning process and several were developing a policy. The policy is normally found in Unitary Development Plans or emerging draft Local Development Frameworks, and based on the thresholds in Planning Policy Guidance 13.

Five authorities reported that some businesses had failed to meet planning agreement obligations to develop travel plans.

Authorities were asked how many travel plans had been secured through the planning process. Twenty-one authorities responded positively to the question, giving a total of 559 plans which had been secured, an average of 27 per responding authority.

Assistance

Asked what would assist in ensuring adequate enforcement and monitoring of travel plans, most respondents cited that more staff resources were required. It was clear that monitoring the progress of travel plans which had been secured was a weak area. One authority considered it needed a team not just an officer. There was a call by some authorities for the Sub Regional Coordinators to take responsibility for monitoring. The forthcoming iTRACE database for monitoring was mentioned by a few authorities.

Greater awareness about travel plans by development control planners and better communication between them and the Travel Plan Officer were also cited as being necessary. For some of the authorities without their own travel plan and a limited number secured through the planning

process, the need for robust travel plan policies, procedures and guidance was cited. More robust legal and financial sanctions against developers was also mentioned.

Residential travel plans

Residential travel plans are a relatively recent concept although they are becoming more popular. It was encouraging to find that 14 authorities had secured residential travel plans through the planning process. The DfT published guidelines on Residential Travel Plans in September 2005 (see: www.dft.gov.uk). The guidelines include details from seven case studies including Grand Union Village in Ealing and Hillingdon, and Plough Lane, Merton; and a useful checklist of issues and measures to be considered for such plans. TfL will be publishing its own residential travel plan guidance in early 2007.



Camden's car-free housing

Camden has pioneered car-free and car-reduced housing, often major components of residential travel plans. Since 1997 the Council has secured planning agreements covering more than 2,000 dwellings in about 250 schemes. Car-free housing must be located in a Controlled Parking Zone and residents are not eligible for on-street parking permits nor allowed to park in council car parks. The restrictions are carried over to future occupants.

Camden estimates that its car-free housing policy has saved 4,660 car trips per day.

Securing residential travel plans

Ealing and Hillingdon have secured a residential travel plan for Grand Union Village. The 446 flats, 259 houses, shops, offices and other uses will be complete in 2008. A car club will start operation when 133 homes are occupied, with subsidised membership for the first 300 residents.

Guidance for developers/applicants

Thirteen authorities published guidance, sometimes as Supplementary Planning Guidance, eg Haringey and Islington. Southwark had guidance on Sustainability that includes travel plans. Some authorities refer enquirers to guidance produced by the Sub Regional Travel Plan Coordinators.

Travel plans and Supplementary Planning Guidance

An example of Supplementary Planning Guidance (SPG) incorporating travel planning is Merton's SPG on Sustainable Transport. This states that where a development is likely to have a significant impact on the transport network, developers will be required to submit a Transport Assessment and a travel plan. Appendices provide detailed guidance including advice on travel plans, car-free housing and car clubs.

The guidance was used in pre-application discussions about the redevelopment of Wimbledon Football Club at Plough Lane. The need for a Residential Travel Plan was raised at that time, and has now been secured for the 570 flats being built. A car club is being set up, and each household will receive an Oyster card, discount travel on Thameslink trains, a free bike, an information pack and a public transport induction session.

Local authority travel plan guidance for developers

Enfield's 'Guide to developing a travel plan' and Harrow's 'Breaking free from traffic: A guide to developing a travel plan' are aimed at both developers and other organisations. They include advice on:

- The background to travel plans
- Why transport is such a problem
- The benefits travel plans can bring

They also provide advice on how to develop a travel plan, the importance of targets and monitoring. They embrace not only commuting but business travel, visitors, deliveries and fleet vehicles.

Islington's Development Control Guidance for local authority officers

Islington has prepared guidance for its development control officers to help them 'promote more sustainable travel in Islington, to increase accessibility, and to contribute towards safer streets, cleaner air, healthier communities, and greater social inclusion'. It covers:

- Securing a contribution for personalised journey planning in residential developments (£50 per unit)
- Car-free and car-capped housing
- Car clubs
- Electric charging points for electric vehicles and scooters
- Contributions from town centre developments to Shopmobility schemes
- Cycle parking in all residential and commercial units

Securing voluntary travel plans

Twenty-five authorities encourage existing businesses to develop and implement 'voluntary' travel plans. Few respondents provided the number which had been secured in this way.

Methods

Some authorities benefited from the work of the Sub Regional Travel Plan Coordinators. Those authorities without their own travel plan in place were waiting until they had developed their own before encouraging local businesses to develop them. Six authorities had set up a travel plan network to assist in voluntary travel plan take-up. The main methods used to secure travel plans voluntarily were:

- Through existing networks such as town centre managers, local business forums, regeneration partnerships
- Published guidance
- Newsletters
- Through 'Good Going'
- Mail shots
- Roadshows
- Information on website
- Engaging a consultant to establish how many businesses would be interested in implementing a travel plan, and then sending an advice pack and a template to those organisations
- Assistance available from the local authority, eg advice on undertaking and analysing surveys, postcode plotting etc



Appendix 7:

Acknowledgements

This guide was developed, and its associated research undertaken, by David Hurdle on behalf of Transport 2000. The project was jointly funded by TfL and the Transport 2000 Trust.

Transport 2000 strongly believes in the value of implementing travel plans and has long campaigned for their greater use. The organisation has taken several steps to raise awareness of travel plans and to increase their development and implementation including:

- In 1998, producing with the NHS Executive's endorsement, a publication called 'Healthy Transport Toolkit: a guide to reducing car trips to NHS facilities'
- Establishing 'Ground Floor Partners Network', a national group of private sector employers that meets regularly to promote best practice and exchange ideas about travel plans (now replaced by the Business Travel Network)
- Publishing, often in conjunction with the DfT, several research reports and guides on travel planning

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