



MANUAL FOR TRAVEL PLANS

MENU OF MEASURES

REFORM THE WAY YOU TRAVEL, WORK AND LIVE

MENU OF MEASURES

The Menu of Measures suggests ways to make a mix of travel options more realistic choices for people living and working in Somerset.

CONTENTS

EXEMPLIFY: Management understanding and support

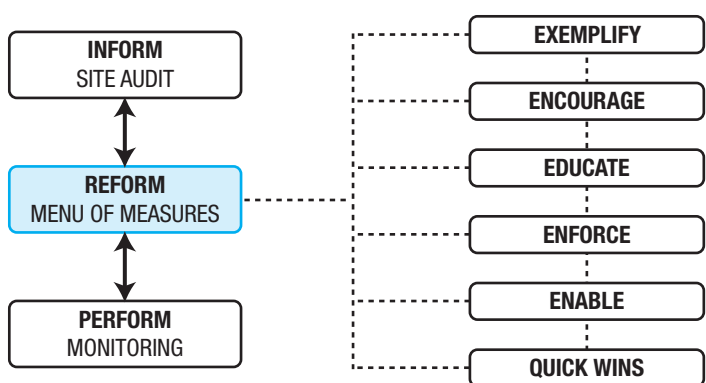
ENCOURAGE: Incentives, site design and smarter working

EDUCATE: Providing practical information about travel choices

ENFORCE: Parking for all modes of travel and local policy links

ENABLE: Transport services including deliveries

WHY REFORM THE WAY WE TRAVEL, WORK AND LIVE?



The **Manual for Travel Plans** is divided into three documents. The **Menu of Measures** contains some of the smarter options employers can use to free up the road network and allow more sustainable travel choices for everyone.



The UK's Sustainable Development Strategy sets out the case for making changes to the way we travel for the benefit of business and individuals.

Travel plans support sustainable development principles, but the range of choices to bring about these rewards can be perplexing. The Menu of Measures sets a structure for achieving more efficient commuting and business travel. This part of the Manual for Travel Plans – the Menu of Measures – contains some of the smarter options that employers can use to free up the road network and allow everyone to make more sustainable travel choices.

Different organisations and sites will have different needs and opportunities. The Menu of Measures recognises this. It provides you with advice according to the stimulus behind reforming your travel plans, and the resources you have available. Some measures are quick and easy, whilst others are more in-depth.

If you have evidence for what needs doing and what people think about travel and the choices they currently make, you can use this document to develop the solutions to the travel challenges you face. Travel plans can be designed to offer you an holistic range of advantages over your business competitors. To do this successfully, the travel plan will need to address the following:

EXEMPLIFY:

- Organisational framework for delivering a travel plan

ENCOURAGE:

- Financial measures
- Awareness raising campaigns, promotions and events
- Site design
- Smarter working

EDUCATE:

- Web and paper based information on travel
- Signage
- Training a competent traveller

ENFORCE:

- Parking for cyclists
- Providing seating and resting places for walkers, cyclists and public transport users
- Motorcycle parking
- Providing parking for motor cars
- Making links to local policies

ENABLE:

- Transport services including deliveries
- Making improvements in response to a site audit
- Providing shared equipment for individual travel
- Management of freight and deliveries



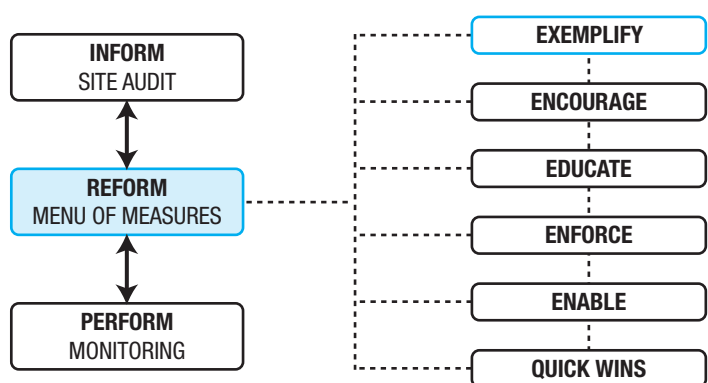
EXEMPLIFY MANAGEMENT UNDERSTANDING AND SUPPORT

This section deals with setting a good corporate example when it comes to smarter travel choices.

ADVICE

- Organisational framework for delivering a travel plan

WHY EXEMPLIFY MORE SUSTAINABLE TRAVEL?



The **Menu of Measures** is divided into six documents, containing some of the smarter options employers can use to free up the road network and allow more sustainable travel choices for everyone.

Strong organisational support is an essential foundation stone in the delivery of your travel plan. A travel plan cannot be delivered without the support of the people in the organisation or those managing a new development.

A travel plan will require initial and ongoing financial support, in terms of staffing, the physical implementation of measures and continuing promotion of sustainable travel.

There should be management awareness of the rewards of a travel plan – such as financial savings and reductions in environmental liabilities such as CO₂ emissions.

Travel plans form a management framework to run alongside existing health and safety and environmental management systems, and employee welfare, site management, equal opportunities and Corporate Social Responsibility (CSR) policies. The travel plan should change the culture of your organisation – and be given the same everyday importance as other standards of employment such as job responsibilities, dress code, and behaviour at work.

+ MORE ABOUT Further advice on the **rewards** of a travel plan is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.



ORGANISATIONAL FRAMEWORK FOR DELIVERING A TRAVEL PLAN

- Management structures and reporting lines
- Role of coordinator
- Funding and expenditure
- Travel policies and reimbursements

It is essential for a travel plan to have an appropriate organisational framework to back up its delivery. Those affected by the travel plan are then able to see who is involved in making decisions - and become involved in decisions themselves if motivated to do so.

MANAGEMENT STRUCTURES AND REPORTING LINES

Responsibilities for implementing different parts of the travel plan need to be made clear. Decision-making power should be allocated within a department or group which is able to approve, coordinate and/or help activate the individual elements in the travel plan.

OPTIONS FOR IMPLEMENTING, COORDINATING AND MANAGING TRAVEL:

- Dedicated travel planner (full time for large sites) in a senior position, and associated support (area-wide travel plan coordination for mixed sites)
- Representation in working groups, team meetings and presentations
- Steering group/sounding board
- Sponsoring department
- Discussion of the travel plan at management/board meetings, with formal representation from the travel planner



SOUNDING BOARD AND ACTION GROUP

The delivery of travel plan tasks may be divided between different employees, under the overall coordination of the travel plan coordinator. A steering group or sounding board should help facilitate and coordinate the day-to-day and longer-term delivery of the travel plan. Ideally, it should include representatives from different parts of the organisation:

- Travel plan coordinator
- Senior Manager(s)
- Fleet/Vehicles Manager
- Building/Estates/Facilities Manager
- Energy or Environmental Manager
- Human Resources Manager
- Union Representative

- User Group Representatives
- Property developer/agent and their transport consultant/marketing company
- IT Manager
- Travel champions from each directorate or a representative from each department
- Council representative(s) – e.g. travel plan coordinator, cycling officer
- Transport companies/providers (e.g. bus companies, Highways Agency, the Police)

The steering group will help to bring about a constructive and trusting working relationship between those involved in implementing the travel plan. They may also help to thread together the different budgets and other resources, as well available data on staff travel. A formal project management approach may well be of benefit in ensuring senior management buy-in to the travel plan and in keeping progress on track, e.g. PRINCE2, LogFrame.

Note, for travel plans as part of planning applications, it is important for applicants (developers or occupiers, and their consultants) to have an ongoing relationship with development control, planning and travel plan officers in the local Councils.



ROLE OF DEVELOPERS IN RESIDENTIAL DEVELOPMENTS

Residential travel plans require active management. Government guidance advises that a range of actions should be undertaken by developers to ensure that residential developments work effectively in terms of sustainable travel.

Residential travel plans are assessed according to the extent to which the developer can demonstrate performance against the following activities (Source: Making Residential Travel Plans Work, p67):

- Ensures development proposals reflect the **wider objectives for planning and transport** established in local authority Local Development Frameworks (LDF) and LTPs.
- Provides firm evidence of their commitment to **marketing** developments through residential travel planning and mainstreams green travel messages in promotional material
- Initiates early discussions with the **local community** about the project

“Where a private management company is established, it is desirable for residents to have a strong input into its organisation and running in order to foster community involvement in the upkeep of the local environment.”

(Manual for Streets, p136)

- Proposes low **parking** requirements in new developments, utilising the extra space for development or open space. Demonstrates how parking will be managed to avoid overspill into neighbouring areas
- Appoints **competent professionals** to develop the travel plan who are committed to seeing the plan through from inception to implementation
- Is prepared to provide **financial resources** to fund necessary travel plan measures for a sufficient period of time to ensure their sustainability
- Identifies clearly how **responsibility** for the travel plan management will be transferred to residents or management company in future
- Works in **partnership** with local authorities to ensure a mutually acceptable scheme which is deliverable



MORE ABOUT Further advice about **green travel vouchers** and using **residential design** to promote smarter travel choices is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk.



COMMITMENT AND SPONSORSHIP FROM SENIOR MANAGER WITHIN COMPANY OR MANAGEMENT COMPANY

“It is important that management support is given full recognition at the beginning of your travel plan with a clear statement fully attributed to a senior member of your organisation’s management.”

(Travel Plan Resources Pack for Employers, p18)

MOVING FORWARD FAST FORWARD TRAVEL PLAN CHARTER

Travel plans should commit the organisation to signing the Moving Forward Fast Forward Travel Plan Charter, promising to:

- Display a certificate as a statement of support in the travel plan
- Work together with other employers on travel issues
- Encourage and enable a wide range of transport choices
- Promote the environmental, health, economic and social benefits of smarter travel
- Promote and publicise information about smarter travel choices

This will give your company access to a wider range of business support from Moving Forward.



MORE ABOUT Further information on the free business support available from Moving Forward for travel plans is given in the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

“It is fair to say that the top performers are those with a high-level corporate commitment to travel planning and its benefits.”

(Essential Guide to Travel Planning, p20)

A statement by senior management should make them **consider their own** travel habits and those of their management colleagues. Senior managers should be seen to be giving moral support and a clear direction to other staff who already travel sustainably, or who are intending to change the way they travel. For example, by choosing smarter transport or giving up a designated parking space.

“Perhaps even more important is for corporate managers to lead the way by travelling by sustainable means whenever they can.”

(Essential Guide to Travel Planning, p10)

“It should not need saying, but senior staff must accept that they have a responsibility not to undermine car sharing by insisting they can roll up unaccompanied into a personal space outside the front door.”

(Essential Guide to Travel Planning, p32)

MEASURES TO DEMONSTRATE MANAGEMENT SUPPORT AND COMMITMENT:

- Inclusion of travel planning responsibilities in job descriptions of line management staff
- Departmental, group, or team-level travel plan targets
- Adopted action plan with agreed targets and investment
- Coherent complaints/feedback/comments procedure
- Hypothecation (ring fencing) of funding towards the travel plan
- Support in giving staff time to attend user group forums or focus groups, and encouragement to complete travel plan surveys

+ MORE ABOUT Further advice about actions which can be undertaken by **managers** to support the travel plan are given under Smarter Working in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk



APPOINT A TRAVEL COORDINATOR

The organisational structure importantly must lead to the appointment of a senior member of staff acting as a full-or part-time travel planner for the organisation. This can ensure security for the longer-term delivery of the travel plan. Some measures will be relatively quick and easy to implement. Others will take time and negotiation, and will ultimately test commitment to the travel plan.

“...without question, a specific member of staff should be allocated responsibility for implementing the travel plan and given dedicated time to work on it.”

(Essential Guide to Travel Planning, p11)

The travel planner (or ‘coordinator’) must be provided with opportunities to engage with key decision-makers on a range of topics. The travel planner should also be willing to use any available opportunity to convince senior management of the reasons for having a travel plan and for implementing further measures. The travel plan coordinator should have tentacles of knowledge and influence running throughout the organisation and its decision-making processes.

“As travel plans develop, organisations become more travel aware, considering the traffic generation implications of all decisions about the site.”

(Making Travel Plans Work, p40)

It is therefore crucial for the travel planner to stay on the ball - they must keep an active eye on developments across the company, and be ready to influence and respond to any decisions that may have a (positive or negative) impact upon the travel plan. The travel planner will need to be ready with a range of arguments and counter-arguments, should ideas or measures within the travel plan be challenged - or the opportunity arises to convince colleagues or senior management:

“[These are the arguments that you as the travel coordinator] will need to have at your fingertips, when you get the precious two minutes in the lift or at the bike racks to talk to the boss.”

(Change Management for Sustainable Development, p105)

+ MORE ABOUT Further information about **marketing the travel plan** is given in the Educate section of the Menu of Measures, available via www.movingsomersetforward.co.uk. **+ Further advice about methods** which can be used to help provoke **cultural change** in organisations is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk. **+ Further advice about arguments** which can be used to support the implementation of travel plans is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.



WHAT KIND OF PERSON MAKES A SUCCESSFUL TRAVEL COORDINATOR?

These criteria can be used when advertising or selecting a candidate for the travel coordinator role (Travel Plan Resources Pack for Employers, Section 2.3.3):

“...qualities that might be appropriate (although again it will depend upon the responsibilities you are assigned as co-ordinator) include:

- Popularity amongst the staff and commanding respect - you will be trying to persuade them to change the habits of a lifetime - marketing skills are useful
- Capability of dealing with all types of people within your organisation and with external organisations
- Computer literacy - experience in use of spreadsheets, survey analysis, the intranet etc. may be useful if you are to undertake the data collection yourself
- Ability to lead by example - the scheme would lose credibility if you as co-ordinator do not make an effort yourself
- Practical and realistic, with a balanced perspective
- Organised in your thinking, and capable of multi-tasking
- A believer in the cause of helping the environment, with a knowledge of environmental and business issues”



MANAGING EXTERNAL STAKEHOLDER RELATIONSHIPS:

- Attendance at local authority employers' travel forum (or equivalent)
- Engagement with local community, e.g. through local community travel forum
- Partnership working with organisations in the same, adjacent, or nearby buildings - forming active and potential alliances with other sites in an area to promote area-wide, joint travel planning initiatives (e.g. production of shared travel information or shared marketing materials, or a shared travel plan)

“...co-ordinators need to be given the opportunity and budget to take part in travel plan networks.”

(Making Travel Plans Work, p39)

Working together with other local employers can make it easier to produce maps showing access routes to workplaces in the area, hold green travel events, fill car sharing spaces, and negotiate improvements to street design or public transport services (Source: Making Travel Plans Work, p21).

WHAT ARE COUNCILS DOING TO MANAGE THEIR OWN TRAVEL?

Somerset County Council has its own travel plan to reduce its reliance on car-based travel and explore best practice on behalf of all businesses in Somerset. The district Councils of South Somerset, West Somerset, Taunton Deane Borough Council, Mendip, Sedgemoor and Exmoor National Park also support travel plans through the planning process.

There are a number of sources of advice in Somerset such as Moving Forward, Transporting Somerset and Connecting Somerset which can provide advice on travel plans, public transport and flexible working, respectively.

+ MORE ABOUT Further information about **contacting your local Council** or the bodies listed above is given in the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

FUNDING AND EXPENDITURE

It is likely that funding will need to be accessed from a number of different sources, so the travel planner will need to be made aware of how funding can be obtained for supporting travel plan projects and staff support, where necessary.

The travel plan should include plans for long-term management of the travel plan, e.g. handover to community.

POSSIBLE SOURCES OF TRAVEL PLAN FUNDING:

- Ring-fencing revenue from car parking charges
- Top-slicing departmental budgets to support of the delivery of carbon/travel management targets
- Sponsoring the travel plan at a corporate level as part of other corporate delivery functions

+ MORE ABOUT Further advice on the **costs** of implementing a travel plan is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

“Climate change is now seen as a core driver of corporate social responsibility strategies, recognising shareholder concerns that this is an unavoidable and pressing issue.”

(Essential Guide to Travel Planning, p6)

TRAVEL POLICIES AND ALLOWANCES

“Your travel plan should include actions to strengthen the helpful policies and to remove the damaging ones.”

(Essential Guide to Travel Planning, p16)

Ensuring that decisions are consistent with the travel plan across company operations will ensure that the travel plan has its maximum impact on its objectives. This should include embedding sustainable travel decisions regarding the maintenance and renewal of the physical infrastructure on-site and the built assets of the company. All corporate policies need to be sending the right signals throughout the organisation, influencing the culture of the organisation and ‘the way we do things round here’.



TRAVEL PLAN POLICY LINKS:

- Human resources
- Health, Safety & Welfare, and relevant risk assessments
- Facilities management
- IT procurement
- Environmental management (such as EMAS, ISO14001, Acorn), climate change strategies, carbon reporting, and Corporate Social Responsibility (CSR) reports
- Vehicle fleet procurement and fuel strategies
- Healthy workplace initiatives
- Business continuity management

“Employers who encourage motorcycle use for business purposes should have a full and thorough risk assessment in place, which should be reviewed periodically to ensure continued validity. This applies to all occupational road risks.”

(Guidelines for Motorcycling, p24)

COMPANY POLICY TRAVEL PLAN HEALTH CHECK:

- Business trip policies to ensure sustainable travel choices are prioritised and the establishment/review of a business travel choice hierarchy
- Supply chain management in terms of managing impacts of travel, i.e. deliveries and goods outward
- Documentation of policies covering all modes of travel, e.g. cycling, car club use, taxis, mobile WiFi, flexible working, parking policies and entitlement, venue booking/selection, and international travel policies with respect to air travel (including getting to/from airports, ports and rail/coach stations) and effective travel plan induction processes
- Recruitment policies which encourage the reduction and minimisation of miles travelled, i.e. local recruitment strategy targeting skills that are available locally, local training programmes, or direct recruitment along bus routes to the site
- Accommodation advice/support for new recruits in finding housing near work
- Vehicle management:
 - Regular servicing
 - Review of fleet (business, pool and lease vehicles) at regular intervals for size requirements and CO₂ emissions
 - Fuels, e.g. consider lower-emission alternatives such as LPG, CNG, electric hybrid-engine, hydrogen, or biofuel mixes
 - Review of company car provision and replacement with incentives
 - Bad driver reporting systems
- Corporate environmental standards for procurement, e.g. production and marketing of travel plan materials and facilities to take into account energy conservation/consumption, resource use, recycle-ability, biodiversity, social responsibility.

+ MORE ABOUT Further advice about managing **company travel policies** are given in the Menu of Measures, under Financial Measures and Smarter Working in the Encourage section, and under Better Managing Freight and Deliveries in the Enable section, and also under Using Targets in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

Cycling should be positioned as a means of transport for everyday journeys



EXAMPLE BUSINESS TRAVEL CHOICE HIERARCHY

When travelling on business, employees must demonstrate they have considered a hierarchy of business travel choices before their claim for travel expenses/reimbursement can be approved:

1. Is the journey really necessary (e.g. challenge the need for meetings, or can they be achieved by phone or video conferencing)
2. Employees must examine public transport options, walking and cycling. If the time or costs involved in travelling by public transport are more than 30% greater than driving they can choose not to use these options
3. Employees must look on the car sharing website to find anyone they may be able to share a lift with

+ MORE ABOUT Further advice on **car sharing** is given in the Menu of Measures under Financial Measures and Smarter Working in the Encourage section and under Car Parking in the Enforce section, and also in the Monitoring Guidance available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk, as well as on www.carsharesomerset.com.

4. Use a pool car, using company-owned dual fuel engined cars where available
5. Drive on their own using their own car to a meeting, registering their trip on the car sharing website

Employees must demonstrate that they have been through all preceding options in the hierarchy (or that there are other mitigating factors) before they claim back expenses for using their car. You could consider restricting expense claims for very short journeys that could easily be carried out by other means.

“The greenest mile is the mile not travelled.”

(Transport Scotland Travel Plan 2007-09)

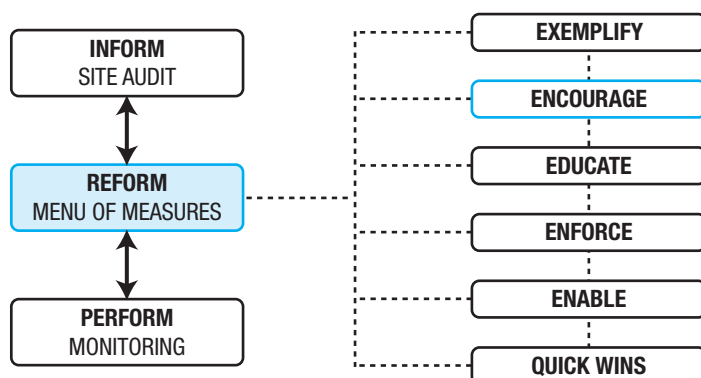
ENCOURAGE INCENTIVES, SITE DESIGN, AND SMARTER WORKING

This section deals with encouraging smarter travel choices by creating supportive travel policies.

ADVICE

- Financial measures
- Awareness raising campaigns, promotions and events
- Site design
- Smarter working

WHY ENCOURAGE MORE SUSTAINABLE TRAVEL?



The **Menu of Measures** is divided into six documents, containing some of the smarter options employers can use to free up the road network and allow more sustainable travel choices for everyone.

Travel plans consist of a number of measures (things) that can be used to induce or lever in smarter travel choices. Different actions will be applicable to different degrees across various settings, such as businesses, residential areas, and leisure and tourism sites.

“Production facilities ... or hospitals ... clearly have different constraints from an office-based firm with an entrenched 9-5 style of work, even if they are in comparable geographic situations.”

(Essential Guide to Travel Planning, p21)

However – ultimately – not upsetting anyone will not deliver many changes in travel choices. All types of initiatives are actively encouraged, including those not listed here - space is provided for your own inspiration and fresh ideas appropriate to the setting of your site.

+ MORE ABOUT Further advice about **carrying out a site audit** and **monitoring the travel plan** is given in the Site Audit and Design Guidelines and in the Monitoring Guidance, respectively, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.



FINANCIAL MEASURES

- Discounts
- Incentives
- Loans

“10,000 spoons and all I need is a knife...”

Financial measures are amongst the most effective ways of influencing travel behaviour.

“While there is no general expectation that employers pay for bus fares or bicycles, the provision of free workplace parking is often seen differently. Travel plans help to shift employer subsidies from car travel to other travel options.”

(Making Travel Plans Work, p26)

Employers can introduce measures to ensure that costs and rewards are tipped in favour of sustainable travel and away from carborne journeys – to encourage individuals to make alternative travel choices. Attention should be given to the tax implications of these measures, but in general terms the employee/employer tax system is supportive of sustainable travel.

+ MORE ABOUT Further advice about **tax** and travel plans is given later on in this section. **+ Further information on **changing travel behaviour**** is given under Awareness Raising Campaigns, Promotions and Events in this section.



DISCOUNTS

Local bus operators are often willing to negotiate with companies or groups of businesses to offer discounts on bus use to their staff. These are paid for by the increased use of the services by new passengers. Often, the bus operator will match any subsidy the employer is willing to make.

Rail companies generally do not offer discounts. Information about fares and special promotions can be accessed from the National Rail Enquiries or train operating companies' websites.

+ MORE ABOUT Further advice about **improving public transport** is given in the Enable section of the Menu of Measures, available via www.movingsomersetforward.co.uk.



HOW TO ACHIEVE DISCOUNTS ON PUBLIC TRANSPORT:

- Purchasing of multi-modal tickets – for use across any mode of travel, e.g. Integrated Bus and Rail cards, PlusBus tickets
- Purchase bulk packs of tarter ‘taster’ packs for discounted public transport use over a given period
- Monthly, season or ‘carnet’-type packages of tickets negotiated at discounted prices for each site
- Direct selling of bus tickets through acting as a ticket sales agent
- Advanced booking of train tickets. Travelling First Class may sometimes work out cheaper and allow better use of business travel time
- Travelling off-peak, e.g. organising meetings so that people can get to them setting off later in the morning
- Investigate split ticketing to avoid paying peak fares across all of your journey
- Purchasing a Young Persons’ Railcard for younger members of staff
- Promotion of concessionary bus fares or Senior Railcards for older employees
- Business travel accounts:
 - Direct tickets from rail operators or via booking companies
 - Rail warrants (e.g. ATOC) (not discounted)
 - Organisation operates as a bus ticket sales agent

“Discounts on individual tickets appear particularly effective.”

(Making Travel Plans Work, p49)



HOW TO ACHIEVE DISCOUNTS ON CYCLES AND EQUIPMENT:

- Company discounts with local shops
- Tax-free purchasing schemes (Cyclescheme, Cyclesaver, Bike to Work, Boost, etc.)

CYCLE DISCOUNT SCHEMES

Savings of up to 40-50% are available to employees whose company has joined a cycle purchasing discount scheme. These are known as ‘salary sacrifice’ schemes, where the company purchases the cycle on behalf of an employee. The employee then pays back the cost of the cycle over a 12-18 month period, minus tax and NI which is taken off the total value of the bike as part of the employee’s salary. A final payment of 1-2 months’ instalments is paid to the employer, by which time the total amount paid by the employee should cover the depreciated (or ‘fair market’) value of the cycle. The cycle is then under the full ownership of the employee. A clause of this purchasing arrangement is that cycles should be regularly used for journeys to work - but can, of course, be used for any other purpose in addition to this.

+ MORE ABOUT Further information about **cycle purchase schemes** is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.



WHAT OTHER DISCOUNTS TO PROVIDE:

- Walking equipment, e.g. footwear, waterproof clothing
- Computer equipment, to allow remote working
- Compulsory Basic Training (CBT) courses for motorcyclists
- Other relevant training courses, e.g. Nordic walking
- Admission to local events or facilities, e.g. supplying local discount cards with pool bikes can encourage their usage (Source: Essential Guide to Travel Planning)
- Preferential taxi usage rates for staff and visitors, negotiated with local taxi companies
- Arranging corporate car club usage deals

“...financial incentives are at their most effective when combined with parking restraint.”

(Making Travel Plans Work, p8)



ENCOURAGING COST SHARING WITH LIFT SHARING:

- Employees taking turns to drive their own cars. Parents can manage this by taking turns to do the 'school run' where they need to drive, or
- Driver is paid for a share of the petrol, and possibly general running costs per mile
- Increased business expense payments for carrying passengers

"...modern software for car sharing can match up people who lie on the same route to work as well as those who live close by. [...] Car sharing can be a very effective way of reducing peak hour congestion and easing parking problems in your car park – a problem shared literally is a problem halved..."

(Travel Plan Resources Pack for Employers, Sections 4.8 and 5.5.1)

+ MORE ABOUT Further advice on **car sharing** is given in the Menu of Measures under Smarter Working in this section and under Car Parking in the Enforce section, and also in the Monitoring Guidance available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk, as well as on www.carsharesomerset.com.

PROVIDING CASH AND OTHER DIRECT FINANCIAL INCENTIVES



INFLUENCING COMMUTING DISTANCES:

- Relocation package/expenses to encourage staff to live closer to work, with added incentive to live within cycling/walking distance

"At the broadest level, if you are considering travel planning as a company-wide exercise, the most important question to whether the company has a policy of establishing its sites at locations well served by public transport and other sustainable routes."

(Essential Guide to Travel Planning, p16)



ENCOURAGING RESPONSIBLE CAR USE:

- Financial settlements (or cash 'buy-out') for relinquishing parking space, e.g. provision of season ticket, or providing an allowance, e.g. £2-3 per day for each day a space is not needed, or a flat-annual payment can be given and a charge recouped for every day a parking space is required
- Incentives to encourage the adoption of cleaner/more ecological and fuel efficient vehicles
- Car club hours or joining incentives
- Time off in lieu (TOIL) for sustainable commuting:
 - Shorter working hours, e.g. reduced by 10 minutes per day
 - Additional paid holiday (not subject to tax). Some employers give an extra day off to employees choosing to take their holiday in the UK, as a way of offsetting their company's carbon emissions
- Charges for parking spaces



REMOVING THE DEMAND FOR COMPANY CARS

Senior management support and figureheads are needed to help support changes in individual travel behaviour. The provision of company cars for personal and business travel can be a key barrier in achieving this.

WAYS TO REDUCE COMPANY CAR USE:

- Cash alternative to renounce car (the cash-out should be made available to all staff, not just current drivers)
- Replacement travel benefits such as season tickets or a bicycle
- Removal of privileged parking rights
- Keep cars basic to reduce their use as a status symbol

“Some travel plans offer employees the option of cashing in their car-based perks in favour of a salary hike or free annual season tickets, and have received good take up.”

(Essential Guide to Travel Planning, p7)



HEALTHY TRANSPORT MEASURES:

- Free on-site cycle servicing and repairs
- Walkability prizes for staff not using their cars for short trips
- Daily cash award for not driving to work, e.g. based on a points system

+ MORE ABOUT Further advice about getting **on-site cycle servicing** for free in your own organisation is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.



PUBLIC TRANSPORT MEASURES:

- Starter taster packs for free public transport use over a given period of time
- Complimentary local travel tickets sent out with invitations to meetings



SUPPORTING GREEN TRAVEL IN PLANNING APPLICATIONS:

Travel planning should be given the same long-term management focus in residential developments as the management of the physical spaces in terms of maintenance and endurance.

The LTP for Somerset requests that developers offer a green travel voucher (financial incentive) to each household. To provide the chance for the travel plan to bed in across the site, and to allow for movements in the rental market and ownership during the initial stages of the travel plan's operation, the offer should be extended to any new occupiers of each dwelling during a fixed period following first occupation, up to three different tenures in each property. This voucher, at the discretion of Somerset County Council's travel plan coordinator, should be available for public transport, cycle/walking, or internet costs.

TRAVEL PLANS AND DEVELOPER CONTRIBUTIONS

Developers will be expected to contribute towards initial and ongoing costs to support smarter travel options as part of their new developments. Developers can find out about these costs, which may include off-and on-site infrastructure works as well as promotional activities, when developing a travel plan to be submitted to Somerset County Council. Developers will be expected to contact the County Council's Workplace Travel Plan Coordinator as the pre-application stage to ascertain the scope of such travel plan and standard costs that are likely to be incurred. A thorough guidance document on travel plan costs and processes will be published in 2009 by Somerset County Council, following the publication of new Government guidance. Developers are advised that willingness to fund highway works does not remove the need to contribute financially towards positive measures to encourage more sustainable travel.



TRAVEL PLANS, TAXES AND EMPLOYEES

The following information is taken from the Essential Guide to Travel Planning, the Travel Plan Resources Pack for Employers, and Tax and Travel Plan Measures. Because the tax system is complicated, it would be worthwhile checking any tax concessions you promote with your local Tax Inspector. Many tax-free measures are also National Insurance-free.

TAX-FREE:

PUBLIC TRANSPORT:

- Employer-provided **discounts on commuting** by any mode of transport (including buses where the employer does have a contract with the bus company for ticketing on specific commuting routes)
- **Discounted-rate/free tickets** passed on from employer to employees at that same discounted-rate, e.g. from bulk ticket purchase, or any negotiated fare reductions
- **Interest-free loans** to buy public transport season tickets (under £5,000 total loan from employer per year)
- **Season ticket provided for business travel** in the course of work which works out cheaper than purchasing individual tickets during that period, which can also in this case be used for commuting

CAR SHARING:

- Giving an employee a one-off/occasional **guaranteed free lift** home if car sharing arrangement fails through (up to 60 trips per year)
- **Car sharing in the course of work** – For business journeys, an employer may pay an additional 5p per mile tax-free to the driver on top of the normal tax-free mileage reimbursement rate for carrying a passenger on business - e.g. sharing a lift to a meeting with a colleague

HEALTHY TRANSPORT:

- **Cycle parking** provision (as well as parking for all modes of travel)
- **Cycle mileage allowances** up to 20p/mile
- Free **breakfasts**
- **Loan of cycles** and equipment (including discounted cycle purchasing schemes)
- Interest-free **loans** to buy cycles (under £5,000 total loan from employer per year)
- **Cycle maintenance** and rescue services (at the discretion of the local Tax Inspector)

OTHER:

- **Prize draws** linked to travel plan participation (which would be viewed as an insubstantial benefit at the discretion of the local Tax Inspector)

N.B. It is advised that tax-liable incentives should not be offered as a package with tax-free measures, as otherwise the whole package could be liable to tax.

TAXABLE:

PUBLIC TRANSPORT:

- **Employer-provided subsidies** for commuting by any mode of transport (inc. buses where the employer does not have a contract with the bus company or negotiated discounts cover routes not serving your site)
- **Discounted rate/free tickets** passed onto employees from a full-price bulk ticket purchase by the employer
- **All cash payments** such as daily rewards to staff who do not drive to work (e.g. funded by moderate parking charges for car users). This includes one-off payments to staff relinquishing their car parking spaces. A way of getting around this is to issue points to be used on items that won't attract tax, e.g. season tickets

CAR SHARING:

- **Car sharing to work** – a driver making a profit may require a special licence and encounter tax and insurance issues. The payment given by the passenger should reflect only reasonable costs of sharing a trip. Vehicles should not be able to carry more than 8 passengers to qualify as tax-free; an employer can provide a larger vehicle where responsibility for sharing the driving lies with the employees, but this is a taxable 'in kind' benefit to the employees

HEALTHY TRANSPORT:

- **Bicycles** given to employees

The former Department for Trade and Industry (now the Department for Business, Enterprise and Regulatory Reform or BERR) adds that as far as home working is concerned, reimbursement of certain expenditure to cover household costs (e.g. additional heating, electricity) is tax-free. In addition, up to £2 per week may be paid to an employee without any evidence of the costs they have incurred.

+ MORE ABOUT Further advice about **tax and travel plans** is given in the following guidance, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk: Essential Guide to Travel Planning, Travel Plan Resources Pack for Employers, Guidelines for Motorcycling, Telework Guidance, Tax and Travel Plan Measures

LOANS (reduced rate, interest-free)

Loans can be an effective way of encouraging sustainable transport by allowing people to spread the costs of travel over a prolonged period, particularly when the organisation is able to offer low (or zero per cent) rates of interest.

MEASURES TO PROVIDE LOANS FOR:

- Public transport season tickets
- Motorcycles and cycles
- Walking/cycling equipment (footwear, shoe bags and waterproof clothing)
- Conversion of vehicles to alternative fuels

AWARENESS RAISING CAMPAIGNS, PROMOTIONS AND EVENTS

• Publicising and promoting smarter travel messages

'Headstarters' are needed for people to consider changing their travel behaviours and fuel the flames of travel behaviour change.

"Publicity and promotion are essential elements of actively encouraging any change in commuter modes. Employers need to understand that once the infrastructure is completed and facilities are in place, their job in implementing the Travel Plan is not finished."

(Guidelines for Motorcycling, p25)

This section deals with using promotional tools to raise awareness of the travel plan. Over the longer term, this can encourage the development of a community of interest around the ideas (and ideals) of sustainable travel as a 'bottom up' movement, i.e. taken forward by the target audience themselves rather than something that is just managed by the organisation.



CHANGE YOUR JOURNEY, NOT YOUR DESTINATION

Five elements are needed for successful behaviour change initiatives.

THE MAGIC Es:

- EXEMPLIFY
- ENGAGE/ENCOURAGE
- EDUCATE
- ENFORCE
- ENABLE

Behaviour change in the context of travel plans is about supporting responsible car use, within a range of travel options. There are various angles that travel plans can take to attack this controversial topic.

+ MORE ABOUT Further advice about **encouraging more sustainable choices** is given in Chapter 2 of the UK Sustainable Development Strategy, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

CHOOSING BETWEEN CONSISTENT AND OCCASIONAL, AND LONG-AND SHORT-TERM, CHANGE:

Whilst travel plans are focussed on the long-term, some short term 'quick wins' are likely to be attractive in generating support for and interest in the travel plan. It is important that management frameworks are put in place to sustain any initial interest and convert this into longer-term and concrete changes in commuting behaviour.

"Overall travel planners need to strike a balance between rewarding occasional change and encouraging more consistent use of travel alternatives."

(Making Travel Plans Work, p25)

For this purpose, staged incentives can be used which are based on the amount of time someone has been using smarter travel options, e.g. 'long service awards' for walking or cycling to work – with increasingly attractive offers the longer a person has been travelling more sustainably.

+ MORE ABOUT Further information about **things you can do straight away** is given in the Quick Wins section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

CHANGING PEOPLE'S 'PREFERRED POLES':

People have 'preferred poles' – these determine what people think is 'good' and 'bad', and 'right' and 'wrong'. These are largely determined by the reaction or rewards people get from the choices they make. Ensuring that people get a positive feedback from their travel choices is essential to get them to encourage individuals to modify their behaviour. Travel plans need to reposition alternative modes of transport to the car, and send positive signals back to those who choose smarter travel options.

“Too often, those travelling by bus, bike or on foot can feel that they are taking the downmarket option, while drivers enjoy comfort and status. Travel plans need to turn these preconceptions on their head.”

(Making Travel Plans Work, p40)

So-called 'smarter choices' are a way of reframing such behaviour. A travel choice, which may have once been once perceived as a sacrifice, should become a willing choice through improvements made (in physical infrastructure as well as in people's attitudes) as part of the travel plan process.

+ MORE ABOUT Further advice about **reasons** for having a travel plan is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

STAGES OF TRAVEL BEHAVIOUR CHANGE:

“[Segmentation] is about reaching the right people at the right time with the right messages.”

(Making Travel Plans Work, p34)

The target audience for travel plans may be loosely broken down into the following 'audiences' (or segments) of people at different stages in their travel behaviour (Source: Making Travel Plans Work, p36):

1. Those considering change and weighing up the **current problems and issues in their lives** - health, money, family commitments and/or feelings about their personal responsibility for the environment around them

+ MORE ABOUT Further advice on **finding out what people** think about transport is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

2. Those **preparing for change** may need promotional offers or news of travel improvements to get them out of their cars
3. Those **deciding** to make the change will need to be able to access the practical information about their new travel choices easily, e.g. routes to work, timetables and costs

+ MORE ABOUT Further advice on **providing practical information** on travel choices is given in the Educate section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

Research has suggested that this is connected to seven stages of behaviour change in terms of travel (Source: Tapestry):

1. Awareness of problem
2. Accepting responsibility
3. Perception of options
4. Evaluation of options/reflection
5. Making a decision
6. Experimental behaviour
7. Habitual behaviour

+ MORE ABOUT Further information about this **framework** is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

“Changing jobs requires individuals to change their travel patterns. This moment is an opportunity to tip the balance towards sustainable travel.”

(Essential Guide to Travel Planning, p58)

'Segmentation' of life stages helps reach the right people in the target audience at the right stage in their lives. Target audiences for changing or supporting travel behaviour change might include:

- New recruits – free of established travel patterns and may be interested in receiving travel advice
- Staff living along certain bus routes or near bus or train interchanges
- People seeking car parking permits
- People who have indicated in surveys they may be likely to switch modes of transport (“I would like to travel less by car...”)

“...obtaining a drivers license equals an initiation of rite in our society [and] symbolises independence, freedom and adulthood.”

(www.epommweb.org)

Different stages in life, and the changes that occur within them, lead to changing travel needs and opportunities. The travel plan should encourage people to re-evaluate their travel options during these periods of change (e.g. birth, childhood, growing up/becoming smarter, working, having children, growing old and retirement). Many employees are free to choose where they live and work, and how they travel. Whilst not everyone may never need the use of a car, a travel plan should encourage people to return to smarter travel choices once their particular need for a car has passed (e.g. kids growing up).

+ MORE ABOUT Further advice about **life stages** in the context of travel plans is given on the European Platform on Mobility Management (EPOMM) website, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

SEASONAL VARIATIONS IN SUMMER AND WINTER:

“Motorcycle use is characterised both by its flexibility and seasonality.”

(*Guidelines for Motorcycling, p38*)

The travel plan should take care to maximise opportunities for smarter travel choices when they arise. Some travel options, such as walking, cycling and motorcycling, are more seasonal and weather-dependent than driving.

DEALING WITH THE KEY BARRIERS AS WELL AS PROVIDING OPPORTUNITIES:

Travel plans are a bundles of ‘sticks’ and a bags of ‘carrots’ – things to encourage people to travel smarter, as well as things to make sure they follow their good intentions. Research has shown that however much people are encouraged to change their travel patterns, if things are in the way of them then their resistance to this change will just get ever stronger. Travel plans must deal with weakest links in the provision of smarter travel opportunities before such alternatives are promoted and are realistically accepted as part of a viable mix of alternative travel choices.

“[Travel plans should...] work towards a fundamental attitude change with regard to travel choices, rather than a forced and therefore resented change. [...] the continued modal shift desired by Travel Plans will ultimately be made through changing employees attitudes and opinions with regard to their travel choices.”

(*Guide to Work Based Travel Plans, Plymouth City Council, p5 and p8*)

CHANNELS TO COMMUNICATE SMARTER TRAVEL MESSAGES:

- Flyers and posters
- Notices in car parks
- Displays in reception areas, and exhibition stands in canteens, staff rooms and other communal areas
- Emails/e-shots
- Travel messages on compliments slips, headed paper, staff and visitor passes, business cards, leaflets, backs of meeting agendas, email signatures etc.
- Laminated cycle/bus maps to use as placemats in staff canteen
- Sticker campaign, e.g. all mail in a given month is stamped with a travel message, or journey planning diary stickers
- Development of brand name or marketing image
- Interactive tools, e.g. online travel diary or carbon/calorie calculator
- Other on-site or public advertising, e.g. use of bus liveries that show the company as a destination
- Questionnaires/quizzes
- Travel packs to employees or residents

“Organisations find it helpful to bring travel plan initiatives together under a single umbrella – using a slogan, branding or logo to give the plan an identity.”

(*Making Travel Plans Work, p33*)

You might consider the use of specialist marketing firms to design and produce travel plan promotional literature.

+ MORE ABOUT Further advice about **educating people on their travel options** is given in the Educate section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

CAMPAIGN SLOGANS:

- Magic Mondays – turn your manic Monday into a magic one; We like the way you move; One-in-five

CAR SHARING:

- Cost share with lift sharing; It takes two – to car share; Give your social life a lift

HEALTHY TRANSPORT:

- You've just got to pedal; Step it up

PUBLIC TRANSPORT:

- Take your eyes off the road – get the bus this summer

“Campaigns ... can help to provide the changes in attitudes and perceptions which may be an essential precursor to alterations in actual travel behaviour.”

(Smarter Choices - Changing the Way We Travel, p163)

SPECIAL EVENTS TO PROMOTE:

GENERAL: <ul style="list-style-type: none"> • On-site travel fair • Street parties 	SMARTER WORKING: <ul style="list-style-type: none"> • Home Working Day/Smarter Working Week • Email-free day
HEALTHY TRANSPORT: <ul style="list-style-type: none"> • Bicycle servicing surgeries, e.g. Repair & Ride sessions • Bike Week or Green Transport Week • Leg It Days • Bike, Walk and Lift Sharing Breakfasts • Walk to School Week • Walks and cycle rides/clubs, e.g. lunchtime events 	RESPONSIBLE CAR USE: <ul style="list-style-type: none"> • Vehicle checks and maintenance • Mile of Men/Valentines Day event to promote car sharing • In Town Without My Car Day (September) • Jam Busting June • Liftshare Day MOTORCYCLING: <ul style="list-style-type: none"> • Ride to Work Day/Motorcycle Week

Example from a previous Travelwise poster campaign to promote walking in Somerset, encouraging people to leave their car at home and emphasising the personal health rewards of walking.

+ MORE ABOUT Further examples of **posters and advertising** are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

MOVING SOMERSET FORWARD – A COUNTY COUNCIL INITIATIVE TO REDUCE CONGESTION AND POLLUTION

The Moving Forward campaign promotes walking, cycling, car sharing and public transport use in Somerset. Moving Forward creates an awareness of the problems of congestion and pollution and supports businesses and schools in developing their own travel plans, changing the ‘culture of congestion’ and cutting road transport emissions.

Source: Responding to Climate Change in Somerset, Somerset County Council, 2008

IDEAS FOR GIVEAWAYS AND FREEBIES:

GENERAL: <ul style="list-style-type: none"> • Pens • Wallets for organising travel leaflets 	SMARTER WORKING: <ul style="list-style-type: none"> • Thick socks for home working • Mouse mats
HEALTHY TRANSPORT: <ul style="list-style-type: none"> • Stepometers/pedometers/mileometers • Yogurt/breakfast or cakes • Cycling/walking maps • Umbrellas • Reusable bags • Shopping trolleys • Nordic walking poles • Foldable chairs/stools 	PUBLIC TRANSPORT: <ul style="list-style-type: none"> • Public transport ticket holders • Journey planning stickers for diary/clothes

BEHAVIOUR TO TRY AND GET ACROSS:

GENERAL: <ul style="list-style-type: none"> • Random acts of kindness • Taking a detour or try a different route, to encourage experimenting with travel choices • Taking one journey rather than several 	PUBLIC TRANSPORT: <ul style="list-style-type: none"> • Encouraging use of public transport for business
HEALTHY TRANSPORT: <ul style="list-style-type: none"> • Pedal power • Combined travel options such as, Park & Ride, Ride & Stride, Park & Stride, Park & Pedal, Plus Bus, Bus & Rail, cycles on trains etc. 	RESPONSIBLE CAR USE: <ul style="list-style-type: none"> • Giving someone a lift • Encouraging drivers not to use their car everyday • Encouraging taxi sharing • Encouraging safe and respectful movement around the site, considering other road users MOTORCYCLING: <ul style="list-style-type: none"> • Two wheels instead of four

GAMES, COMPETITIONS AND LOYALTY SCHEMES:

- 'One-in-five' pledge or campaign with tiered prizes or regular ongoing prize draws. Asking staff to travel 25 days in every six months by smarter choices can counter weather-based difficulties in cycling, try encouraging walking once a week every week
- Set up a challenge for senior management to get to work without their car, to give up privileged parking spaces, or make a pledge to use alternatives – and publicise it
- 'Green champions' (individuals or departments), e.g. Walkers' Award for long term/consistent use of alternative transport
- Prizes for points – e.g. collect bus or train tickets for entries into a prize draw
- 'Name and shame' league tables for business car mileage
- Pedometer challenges
- Prize draws (to encourage people to experiment)

- Club or group membership cards
- Speed pledges
- Loyalty or privilege cards, e.g. a stamp from on-site security staff for every day staff travel by smarter choices, e.g. worth £1 per day which can be redeemed against sustainable travel equipment or other ethical goods

+ MORE ABOUT Further advice about **tax** and travel plans is given under Financial Measures in this section.

WHAT TO RAISE AWARENESS OF:

- Access through local and national cycle networks including real distance/time of journeys by walking and cycling – people often think it will take much longer
- Local and intercity public transport options

SITE DESIGN

- Improving design and facilities to encourage healthier travel

GETTING THE PRINCIPLES OF SITE DESIGN RIGHT

All sites should adopt a 'pedestrian first' policy. Even if people are only walking from their cars, the site design should minimise the generation and expression of antagonism between people. The on-site road layout should naturally keep vehicles as close to walking speed as possible. Physical measures should provide a safe, child friendly environment, e.g. home zones.

“The layout of a new housing or mixed use area will need to take account of factors other than street design and traffic provision. They include the potential impact on climate change, such as the extent to which layouts promote sustainable modes of transport or reduce the need to travel.”

(Manual for Streets, p57)

Physical aspects of the built or man-made environment will be examined in a site audit. Design measures are best, and most easily, implemented at the same time as the construction of the new buildings and spaces which they form part of. Some can still be retro-fitted, but it is important that physical measures are designed and implemented at the same time as the mainstream fabric of the building and its surroundings (e.g. in car parks) to reduce costs wherever possible.

+ MORE ABOUT Further advice about **auditing a site** for the features listed in this section is given in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

New developments provide the chance to design in measures to encourage sustainable transport. Architects and designers should be made aware of the selection of physical measures needed for the travel plan and the principles behind it from day one.

+ MORE ABOUT Links to further advice about useful principles relating to the **design of residential, employment and mixed use sites** including car parks are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

DISABILITY DISCRIMINATION ACT

Part III of the Disability Discrimination Act 1995 (DDA) gives disabled people a right of access to goods, facilities, services and premises.

The Department for Transport has produced guidance on providing good access for disabled people, whilst also benefiting the lives of everyone.

“Those who are travelling with small children or are carrying luggage or heavy shopping will all benefit from an accessible environment, as will people with temporary mobility problems ... and many older people.”

(Inclusive Mobility, p4)

+ MORE ABOUT Further information about better **design for disabled people** is provided in Inclusive Mobility, via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

EXAMPLES OF MEASURES TO IMPROVE THE LIVES OF PEDESTRIANS AND CYCLISTS:

- Good lighting
- Lowered ('dropped') kerbs
- Dedicated access points to and through the site for pedestrians and cyclists – which avoid dismounting
- A permeable design and feel to the site
- Suitable surfacing/paths

+ MORE ABOUT Links to further advice on **workplace transport safety** are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk. **+ Further advice about parking for all modes of transport** is given in the Enforce section of the Menu of Measures, available via www.movingsomersetforward.co.uk.



DESIRABLE DESIGN ELEMENTS TO ENCOURAGE SMARTER TRAVEL:

- Road design to allow buses to reach within 400m of all entrances within the site and connect well with the surrounding highway network
- Design measures to manage the use of the site by skateboarders and other 'free-sports', e.g. BMX-ing
- Security measures:
 - CCTV or good natural surveillance
 - Lighting
 - Crunchy gravel to create an audible footpath to improve the sense of safety for walkers (though this can be a hazard to cyclists)
- Way-finding signage and legible design should be used which makes it easy for people to find their way around on foot, by cycle and by motorised modes. This minimises wrong turns and makes journeys easier, safer and more sustainable to accomplish. Sometimes the planned movements by planners and architects might not be visible to those on the ground without a birds-eye view of the development

+ MORE ABOUT Further information about providing **signage and practical information** is given in the Educate section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

- Community notice boards
- Seating/benches and waiting areas
- Subsurface bins or waste containers to store rubbish and recycling without obstructing the footway
- Use of Sustainable Urban Drainage Systems (SUDS) to manage drainage on footways

"Pedestrians may be walking with purpose or engaging in other activities such as play, socialising, shopping or just sitting (p70). [...] Seating on key pedestrian routes should be considered every 100m to provide rest points and encourage street activity."

(Manual for Streets, p63)

+ MORE ABOUT Further advice about carrying out a **site audit** is given in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk. **+ Further information about parking** is given in the Enforce section of the Menu of Measures.

USING DESIGN & ACCESS STATEMENTS

"The layout of a development has a significant impact on how people choose to travel."

(Building Sustainable Transport into New Developments, p6)

Design & Access Statements (D&As, for short) explain the thinking behind a planning application (Source: Design and Access Statements: How to Write, Read and Use Them, p6). These accompany both outline and full planning applications, and are used to direct future, more detailed design and access decisions during 'reserved matters'. Travel plans should always reference D&As when they accompany planning applications.

ASPECTS OF DESIGN & ACCESS STATEMENTS RELEVANT TO TRAVEL PLANS:

- Layout – of roads within the development
- Access – access and circulation routes to and through the development for pedestrians, cyclists and other vehicles
- Landscaping – hard measures such as parking and potential barriers such as hedges, fences, screening or walls
- Appearance – visual impression of buildings and overall espoused ethos of the development

"...the benefits of better-designed commercial developments include higher rent levels, lower maintenance costs, enhanced regeneration and increased public support for the development."

(Manual for Streets, p51)

+ MORE ABOUT Further information about **Design and Access Statements** as required for planning applications is given in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk. **+ Further information about off-site travel measures** is given in the Enable section of the Menu of Measures, available via www.movingsomersetforward.co.uk.



TRAVEL MEASURES FOR RESIDENTIAL DEVELOPMENTS

TRAVEL MEASURES FOR SUSTAINABLE HOMES:

The Code for Sustainable Homes allocates points for energy saving measures which relate to sustainable travel:

- Drying space
- Cycle storage
- Home office space
- Home user guide containing information relating to the site and its surroundings
- Monitoring of CO₂ arising from transport to and from the site

BUILDING FOR LIFE:

Design is a consideration when it comes to residential travel plans (Source: Department for Transport). The Commission for Architecture and the Built Environment (CABE) advises considering the following:

- Do the buildings and layout make it easy to find your way around?
- Are the streets pedestrian, cycle and vehicle-friendly?
- Are public spaces and pedestrian routes overlooked and do they feel safe?
- Is public space well-designed and does it have suitable management arrangements in place?
- Does the development have easy access to public transport?
- Does the development provide (or is it close to) community facilities such as schools, parks, play areas, shops, pubs or cafes?

(Source: Building for Life)

+ MORE ABOUT Further advice about measures to encourage more sustainable patterns of travel in **residential developments** is given in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.moving-somerset-forward.co.uk.

INSIDE: MEASURES INTERNAL TO THE BUILDING

In some cases, it will be necessary to consider the internal access to a building early on in the planning stages, to ensure that suitable access to interior facilities supporting sustainable travel is available (this can also affect the positioning of outdoor cycle shelters and parking and desire lines for movement across the site and into the building).



INDOOR FACILITIES TO ENCOURAGE SUSTAINABLE TRANSPORT USERS:

- Showers (with complementary shower packs)
- Changing rooms (including comfortable seating and facilities such as vending machines)
- Lockers (mixture of full length and multi-tiered)
- Cloak room/areas
- Somewhere to hang wet clothes and towels to dry out
- Safe storage for equipment, e.g. cycle/motorcycle helmets, clothing, luggage, daytime shopping/grocers (e.g. refrigerated units or cool storage areas), cycles
- Change machines for bus tickets
- Public toilets
- Way-finding signage indoors
- Indoor waiting areas with travel information screens
- Access into buildings for people with disabilities
- Enquiry desk for travel administration, e.g. pool cars, pool bikes, public transport discounts
- Office facilities, e.g. hot desks, meeting rooms, conference spaces, videoconferencing facilities
- Live/work units

“Unless you can accommodate the needs of cyclists, particularly during hot or bad weather, you will not increase the numbers cycling to work.”

(Travel Plan Resources Pack for Employers, Summary)

OUTSIDE: MEASURES AROUND THE BUILDING ON-SITE

If facilities are put in out of the way places (be they shops, toilets, or cycle parking), they may not be used or known, cared about or used. Equally, facilities should not be positioned so as to cause discomfort, danger or irritation to their neighbours – e.g. busy traffic movements next to residential areas or walking routes.

POSSIBLE ON-SITE MEASURES TO ENCOURAGE SUSTAINABLE TRANSPORT:

- Cycle centre, for on-site repair/servicing/maintenance
- Picnic tables/outdoor eating areas

OUTSIDE: OFF-SITE MEASURES FOR SAFETY AND ACCESSIBILITY AROUND THE SITE

New facilities that attract people should be well positioned in relation to where people already live and work. Good accessibility helps minimise the need for car use.

OPTIONS FOR IMPROVING THE SITE ACCESS BY SUSTAINABLE MODES:

- Restrictions on car movements to and through the site, e.g. speed limits, community pace car
- Dedicated on-site cycle and pedestrian routes from the site entrance and around the site (at grade or grade separated, i.e. same level as road surface or raised above it)
- Planting features and trees which can be used to create a safer environment for slower travel options
- Other design features/treatments (e.g. surfacing, gateways, raised crossings/tables, vertical deflections, area-wide traffic calming such as pedestrian zones, 20mph zones, quiet lanes, home zones)
- Ongoing maintenance (vegetation management, keeping footways clean and clear, maintaining access routes)

SMARTER WORKING

- Flexible working
- Reducing business mileage and travel at work

FLEXIBLE WORKING

For when commuting can mean walking down your stairs...

This section relates mainly, although not exclusively, to office-based travel where work involves the use of computers and electronic forms of communication, or where access to one site is only needed on an occasional basis.

As well as lessening the need for office staff to commute, remote-working techniques can also reduce the need for mobile or outdoor-based staff to travel into a fixed or central place of work on a regular basis purely to check emails, pick up job details etc.

WAKE UP AND SMELL THE COFFEE: ENCOURAGING WORKING AT HOME OR OFF SITE



EXAMPLES OF EMPLOYER-PROVIDED WORK FACILITIES AT HOME:

- Designated work telephone/mobile phone
- IT equipment (including printer if necessary)
- Broadband/WiFi connections
- Office space and furniture
- Light, portable and compact laptop computers

“Encouraging home working may be one of the few measures to reduce car trips where success is not directly linked to parking availability.”

(Making Travel Plans Work, p67)



MEANS OF SUPPORTING OFF-SITE WORKING:

- Provision of alternative workplaces/hubs (telecentres/remote working hubs are local office spaces where workers from different organisations can work and access the internet, telephones, desk space etc.)
- Mobile working, i.e. removal of a fixed base of work
- Work-based online discussion forum to reduce feeling of social exclusion from work
- Email via a web browser (webmail)
- Internet telephony (VoIP)
- Hot desking, i.e. shared desks at local offices
- Remote file access/intranet available via the internet, e.g. as a virtual knowledge centre
- Corporate subscription to a range of public wireless networks/hotspots
- Advice about healthy eating and taking exercise when working from home

+ MORE ABOUT

Links to further advice about more **flexible ways of working** and the **use of technology** in making businesses effective are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

RE-TIMING OF TRAVEL TO WORK

For much of the time (evenings, early morning), roads are empty of vehicle traffic – or at the least, they suffer from less congestion than at rush hours and lunchtimes. This is not a good use of infrastructure - nor is waiting in traffic a good use of people's time.

In general, roads are less busy on Mondays and Fridays. More people choose to travel by alternative means on Mondays. On Fridays, working at home is a popular option – although of those who do come into work, most prefer to drive in (and hence there are more accidents on the roads).

Retiming the journey to work through flexible working can be an effective way of making the journey to work quicker and cheaper compared to the normal nine to five day and associated rush hours. Some options are listed below:



OPTIONS FOR RETIMING OF TRAVEL THROUGH FLEXIBLE WORKING:

- 4 day compressed working week (one day off per week)
- 9 day compressed working fortnight (one day off per fortnight)
- Self-rostering (i.e. flexitime) and core hours, allowing travel at a different time to help organise working days around public transport and other non-work commitments or to avoid congestion
- Staggered hours across workforce – so all staff do not start and finish at the same times
- Coordinate meetings to coincide with public transport timetables
- Annualised hours
- Shift swapping
- Term-time working
- Job sharing or part-time working
- Night working

“Flexi-time enables staff journeys to and from work to fit around public transport timetables and avoids the need for all your staff to travel during the peak hours, thereby helping to alleviate congestion on your site and on the local road network.”

(Travel Resource Pack for Employers, Section 5.8.3)

RELAXING THE RULES

- Staff allowed to bring their own lunches to work
- Dress down or casual clothes/shoes days, to allow people to travel sustainably without worrying about work clothes or having to get changed
- Email-free days, to encourage staff to work at home without worrying about access



REDUCING THE NEED FOR BUSINESS MILEAGE WHILST AT WORK

Recent advances in IT have removed some of the need for physical meetings, and can be a cost effective investment where frequent or long business journeys are carried out. Reducing the need to travel at all saves on staff time and travel costs.

Staff should be encouraged to challenge the need for meetings – and, when they are necessary, insist they be held at sustainable locations where the use of smarter travel options is an easy alternative.

+ MORE ABOUT Further advice about **greener business travel** (which includes advice on how to plan your business trip) is given in Section 5.9 of the Travel Plan Resources Pack for Employers, and links to further advice about **planning greener events** and conferences, are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

MEASURES TO ENCOURAGE MORE RESPONSIBLE BUSINESS MILEAGE:



COMMUNICATIONS TECHNOLOGY:

- Ordinary telephones with voicemail and call redirect facilities
- Teleconferencing facilities
- Videoconferencing facilities
- Videophones and internet conferencing
- Fax
- Email
- Mobile phones

BETTER PLANNING:

- Arrange meetings at locations where the least number of people need to travel
- Locate meetings and training sessions near to public transport routes and interchanges
- Reschedule nearby site visits to take place on one day rather than spread across several separate visits
- Use home shopping and delivery services
- Staff should not feel pressurised into resorting to using the car to fulfil busy workloads – diaries should be planned to enable car use to be reduced

BETTER ORGANISATIONAL PROCESSES:

- Travel forms should include wireless internet access where needed for work
- Introduction and encouragement of new management practices to support smarter working
- Expenses payments and travel hierarchies promoting smarter travel

BETTER AWARENESS:

- Promote the use of carbon calculators for trips
- Tele-and video-conferencing advice (go around all participants to check their agreement for key decisions (body language such as nods, winks or shakes of the head may not be obvious online); arrange one face-to-face meeting where regular working is likely, and participants have not previously met)

“Video-conferencing... works best with people who have previously been introduced to each other and for meetings where people feel at ease with one another.”

(Travel Plan Resources Pack for Employers, Section 5.8.2)

+ MORE ABOUT Further information about **monitoring business mileage** is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

BETTER PROVISION OF SERVICES:

- Rescue services for stranded cyclists who have broken down

BETTER PAYMENT SYSTEM:

- Business mileage allowances for cycling, car sharing (5p per passenger), and motorcycling

“High reimbursement rates for business mileage can lead to a corporate culture of driving everywhere. It is a challenge to change this kind of culture once it is established, but for organisations that have developed this pattern of inefficient expenditure it can provide a basis for a business case for a travel plan.”

(Essential Guide to Travel Planning, p15)

**PROMOTE CAR SHARING:**

Surveys can be used to determine home locations and who might be suitable for offering or accepting a lift to and/or from work. Potential car sharers can be encouraged to join the www.carsharesomerset.com secure database.

Organisations can also administer their own matching system (dependent upon the size of the company). The larger the pool of registered users, the more chance there is of finding a suitable match.

Car sharing can be promoted when arranging meetings or one-off business journeys.

+ MORE ABOUT A **template postcode map** of Somerset which can be used to anonymously map the spread of staff home locations is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

EDUCATE

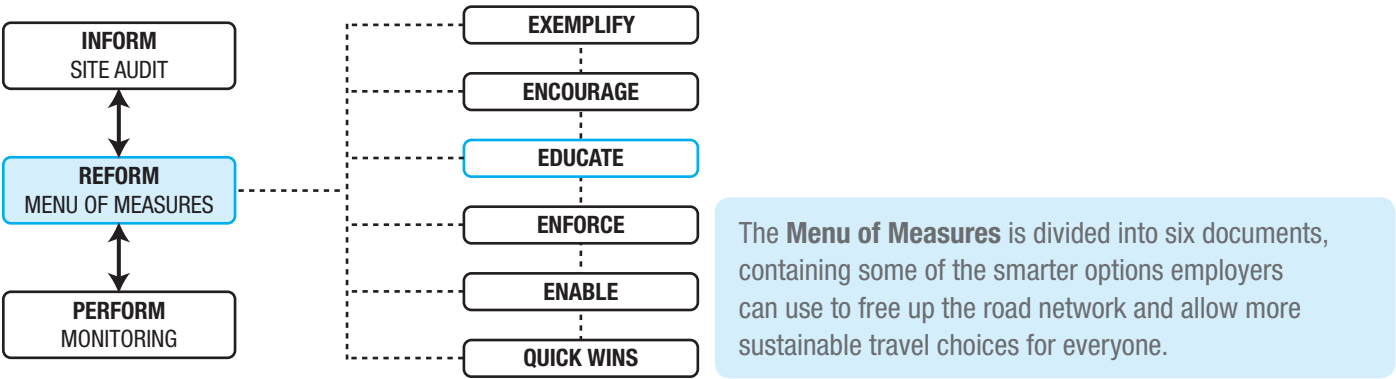
PROVIDING PRACTICAL INFORMATION ABOUT TRAVEL CHOICES

This section deals with providing the right information for people planning smarter travel journeys.

ADVICE

- Web and paper based information on travel
- Signage
- Training a competent traveller

WHY EDUCATE PEOPLE ABOUT MORE SUSTAINABLE TRAVEL?



Information is not information unless it actually informs people. Visitors, residents and staff should be given easy access to up-to-date and detailed information about the journeys they wish to make. A wider range of information should be provided than solely catering for access by car, e.g. only providing information about driving routes and the nearest motorway junction. Information should be provided for making trips by walking and cycling, and public transport (bus, rail, park and ride), as well as parking (including for motorcycles) and roads.

The travel plan should include plans to produce site-specific travel information, such as personalised timetables, route maps and web-based information. Every effort should be made to advertise the range of travel options to the site in corporate advertising and any publicity that will generate travel to and from the site. The travel plan itself should also be marketed.

WEB AND PAPER BASED INFORMATION ON TRAVEL

• Travel information on the internet/intranet and leaflets

Travel information should be provided in innovative ways with links to local and national journey planning tools.



LINKS TO WEB-BASED INFORMATION

WHAT TO PROVIDE:

- Site-specific access and parking information for all modes of transport, with walking, cycling and public transport listed first, and car-based travel last

LINKS:

- Traveline (inc. bus information telephone line)
- Transport Direct
- National Rail Enquiries
- TrainTaxi.com
- Public transport and coach operators
- Car Share Somerset
- Local authority personal journey planning sites and information portals, e.g. www.movingsomersetforward.co.uk
- Travel news, e.g. road works and public transport running times

- Local transport user groups (e.g. Bus Users UK, Passenger Focus, walking, cycling and motorcycling)
- Local Transport Plan home page

+ MORE ABOUT Links to source of further **information about making smarter travel choices** are available via www.movingsomersetforward.co.uk. **+ Further advice about creating smarter travel directions** for your site is given in guidance by Sustrans, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

HOW TO PROVIDE IT:

- Websites (internet and intranet) with site-specific smarter travel options and information
- WAP sites/websites optimised for mobile phones/PDAs
- Desktop links to travel information website on all staff PCs
- 'e-shots' – standard email text with link to site-specific travel information on the internet
- On-site computerised information terminals with journey planning capabilities

Information should be made available to all employees, new recruits and any visitors in advance of any travel decisions and trips to the site

“Travel by public transport requires more thought and planning than stepping into the car.”

(Essential Guide to Travel Planning, p33)



VISITOR TRAVEL STRATEGY

To reduce visitor travel by car to your site, employers need to be pro-active about providing information about alternative modes of travel. This could involve sending publicity information to visitors or by providing instructions on your website/intranet and marketing materials.

+ MORE ABOUT Specific information for travel plans where **visitors** are concentrated in one location, as opposed to staff or workers, such as in retail areas, hospitals, schools, and leisure and tourism sites, is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.



PRINTED INFORMATION

Printed information is needed for people to have with them on-the-go, particularly reminders of useful telephone numbers (Traveline, National Rail Enquiries etc.).

It is particularly important to have printed information for people who do not have regular access to the internet. Companies on business parks or in town centres may be able to club together to produce site-specific information leaflets and materials.

“Much of the information provided by operators is informative, but it is rarely persuasive. Local authorities [and employers alike] can address this by producing their own sustainable travel guides.”

(Encouraging Sustainable Commuting, p20)

WHAT TO PROVIDE:

- Local bus timetables
- Train timetables
- Coach timetables
- Cycle safety and maintenance checklist
- Cycle route maps
- Walking maps
- Dedicated travel leaflet or information sheet, e.g. ‘How to get to...’ travel guide/brochure
- Cost and time comparison by car and public transport to common destinations

“Simplified credit card size versions of timetables, showing just the times between your site and one other main destination, are good for people to keep in their wallets [or handbags!].”

(Essential Guide to Travel Planning, p34)

HOW TO PROVIDE IT:

- Prominent displays in leaflet dispensers/racks on busy parts of the site, e.g. site entrances, reception, toilets
- In all sales and marketing information where consumption or sales is likely to lead to travel demand (e.g. residential marketing websites, supermarket leaflets)
- Direct distribution letter boxes or desks
- Sharp design and branding can help people to take the travel plan seriously
- An informal written style voice should ‘sell not tell’ when it comes to providing travel plan advice

“Clear information, advice and branding need to be linked to measures designed to encourage the consumer.”

(The Environmentalist)



INFORMATION WELCOME PACKS

Information packs for new staff or residents should include a site-specific leaflet/sheet, containing the following elements:

MAP:

The leaflet should include one single integrated map showing the following:

- Pedestrian and cycle network and advised routes (e.g. safe routes to schools) and connections to public transport services supported by on-site signage
- Public transport services and simplified timetables and frequencies, route diagrams and journey times so people know roughly when to get off even if they don't know exactly where on their first time (or identifying landscape features)
- Road links
- Locations of and access to other services and facilities, e.g. schools, shops, library, tourist information, travel interchanges, other places of interest
- Cycle parking/facilities on-site and at public transport interchanges
- Location of other facilities on-site

+ MORE ABOUT Further information about what **facilities to audit** in and around your site is given in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

“A significant proportion of people struggle to understand timetables and some do not find maps naturally helpful. And even the rest may not be inclined to go to the effort of deciphering the variations of times and connections that could serve their needs.”

(Essential Guide to Travel Planning, p57)

INFORMATION SHEET:

The information leaflet should also include details of:

- Taxi and bus fares from nearest rail station, and time to allow for this
- Community transport and school buses
- Local cycle and motorcycle shops/repair outlets, and outdoor leisure shops (for walking equipment)
- Parking locations, numbers of spaces, charges and restrictions/designations (e.g. permit systems, lift share parking only)
- Car sharing information
- Local taxi companies, including those with wheelchair/pushchair accessible vehicles
- Remote working opportunities/hubs
- Tips for greener driving
- Telephone numbers for Council services such as large item collection services and recycling
- Local car clubs and short/long-term car hire companies
- Information about taking bicycles on trains
- Information about local home delivery services
- Where to other find information, e.g. yell.com, www.movingsomersetforward.co.uk

“Car clubs provide neighbourhood-based short-term car hire for periods of as little as one hour, and have been shown to reduce car ownership and use.”

(Manual for Streets, p103)

OTHER LEAFLETS:

On top of this, the pack should include freely available leaflets produced by third parties such as Councils and public transport operators (e.g. maps, timetables) relevant to sustainable travel in the area, as listed above.

+ MORE ABOUT Further advice about the inclusion of **green travel vouchers** for new developments is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

SUPPORTIVE WORKPLACE TRAVEL POLICY INFORMATION

“People who have switched away from driving may well switch back again if it all seems too difficult.”

(Making Travel Plans Work, p36)

Clear information needs to be given on processes, such as how to book travel tickets.



ORGANISATIONAL PROCESSES PUBLICITY:

- Clear and well-publicised processes for booking and obtaining travel services, reclaiming expenses and obtaining travel information within the organisation for: pooled equipment (bikes, cars, IT etc.), bus and rail tickets, parking charges, WiFi costs and other travel expenses incurred
- HR policies with regards travel (e.g. flexible working hours, relocation policies, company loans and discounts, subsistence rates)
- Delegate lists and contact details for meetings, to facilitate car sharing
- Accessible venues policy

MARKETING YOUR TRAVEL PLAN

The travel coordinator should produce the following:

FOR MANAGERS:

- Executive summary of the travel plan to help sell the travel plan to management, staff and external organisations (including information about rewards from having a travel plan)
- Ongoing briefing notes directed at senior management team
- Personal briefings to staff and other stakeholders

FOR STAFF:

- Publicity for the travel plan survey, launch of travel plan, and major achievements, and dissemination of campaign information to key decision makers
- Feedback to staff about surveys they have taken part in, to sustain interest and ensure future participation
- Newsletters and staff bulletins
- Guidance on business travel in the course of work and user-friendly interpretation of company policy
- Up-to-date and complete travel information and policies for staff, including handbooks and induction manuals

FOR THE PUBLIC:

- Travel plan publicly available on organisation's website, and available to disseminate publicly
- Make suppliers and customers aware of the existence of the travel plan
- Selection of a high profile campaign figure, e.g. senior manager. Asking senior managers to speak at launch events, and to be involved in giving press and radio interviews about the travel plan and other PR, can emphasise high level commitment to smarter travel options (Source: Making Travel Plans Work, p32)

“In order to ‘convince’ senior management of the value of travel plan implementation, you could consider producing a short working note to senior management outlining the main aims of the travel plan and [rewards] to your organisation.”

(Travel Plan Resources Pack for Employers, Section 2.2.3)

Travel plans should be a tangible part of everyday working life for managers and their employees. This can be helped by cascading information down through the organisation in staff briefings.

SIGNAGE

- Improving navigation to and from your site

People should find it easy to find and follow a route.



MEASURES TO IMPROVE NAVIGATION:

- Up-to-date and easy-to-use travel information at nearby bus stops and shelters and rail stations
- Information surfaces (e.g. painted on roads/pavements)
- Community travel notice board/cabinet
- Clear way in/exit and route signage showing routes and destinations to and through site for all modes, and information at site entrances
- Clear parking directions and designations for all modes of travel and signage which includes walking/cycling times/distances

+ MORE ABOUT Further information about **site design** is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

“Navigation can be improved by creating landmarks and focal points, views, clear routes, gateways to particular areas, lighting, works of art and signs.”

(Building for Life)

TRAINING A COMPETENT TRAVELLER

• Training in and explaining smarter travel alternatives

Skills and competency training can give people the confidence and purpose they need to choose smarter options. Filling-in gaps people's own knowledge can, in itself, be fulfilling for them giving them wider travel opportunities. This may lead to further lifestyle and behaviour choices that may extend well beyond workplace-based travel.



WAYS TO PROVIDE TRAINING:

- Induction and awareness sessions, e.g. on reducing company emissions
- Personal travel planning for new households or offices and information packs, with follow-up visits organised by local authorities or transport providers
- Group assistance, e.g. travel buddies – members of staff meeting up with others to provide travel assistance on new routes to work and helping to build confidence in walking, cycling, public transport or car sharing
- 'Travel surgery' sessions in workplaces or housing developments



+ MORE ABOUT Links to further advice about **personal travel planning** are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.



WHO TO TARGET:

- Staff (particularly managers, or those in a position to set an example), residents and visitors
- Sales and marketing staff on new developments
- Reception staff advising visitors on their travel options



WHAT TO PROVIDE TRAINING IN:

- Provision of training for all managers in smarter working, and responsibilities to cascade this information down to staff during induction and other opportunities (e.g. advising on travel to meetings, approving expenses, promoting flexible working, videoconferencing, hot desking management)
- Travel safety, e.g. cycle training (adult, child) from a competent instructor, motorcycling courses (e.g. BikeSafe, Ride to Arrive, Speed Choice, Compulsory Basic Training), self-defence, driver awareness, and Pass Plus for under 25s
- In-car exercises to reduce stress
- Green/economical driving techniques

- Day-to-day journey planning and preparation, and public transport use
- Cycle maintenance

“...adults can be reluctant to admit that they are not confident or to be seen wobbling around atop a bike. ...Only a small proportion of people are likely to accept the offer of cycle training, but it is well worth providing it for those who want it.”

(Essential Guide to Travel Planning, p42)



+ MORE ABOUT Further advice about **training opportunities** in Somerset is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.



ONE-TO-ONE TRAVEL ADVICE

One-to-one travel advice such as personal travel planning consists of face-to-face personal interaction to help people identify and use their transport options, and also offer incentives - sometimes in exchange for specific personal commitments. It is often used for new households.

The following opportunities may be appropriate times to educate people one-on-one about their options for smarter travel:

- New job starters
- New residents
- Before site relocations
- When arranging meetings, responding to enquiries or confirming bookings



+ MORE ABOUT Further information about **travel behaviour change** is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

You might consider issuing managers with their own personal travel advice, such is the importance of the examples that they provide to the travel plan.

ENFORCE

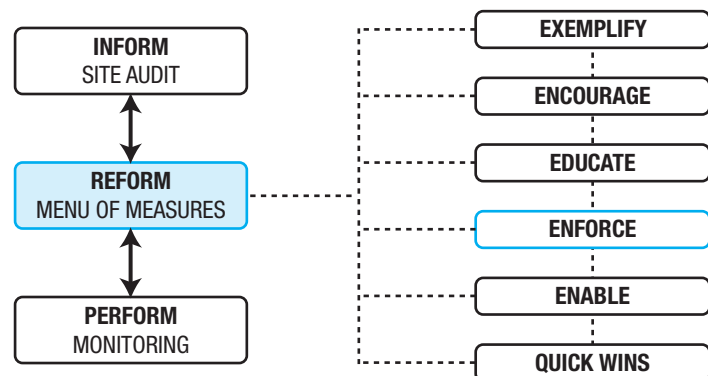
PARKING FOR ALL MODES OF TRAVEL AND LOCAL POLICY LINKS

This section deals with enforcing smarter travel choices by providing and managing parking spaces for all modes of transport.

ADVICE

- Parking for cyclists
- Providing seating and resting places for walkers, cyclists and public transport users
- Motorcycle parking
- Providing parking for motor cars
- Making links to local policies

WHY ENFORCE MORE SUSTAINABLE TRAVEL?



The **Menu of Measures** is divided into six documents, containing some of the smarter options employers can use to free up the road network and allow more sustainable travel choices for everyone.

Parking is a keystone measure when it comes to travel plans. Many measures outlined elsewhere in this guidance will reduce the demand for car parking by reducing need to rely on the private car.

Without car parking management – either through the levels or control of parking spaces – efforts to encourage journeys by alternative means of transport can easily fall apart. Travel plans that have not seriously addressed parking have rarely achieved reductions in solo-occupancy car use greater than a few per cent.

Employers are generally not in a position to grumble about traffic congestion if they provide free or subsidised car parking to their employees. At the same time, care must be taken not to overzealously implement car parking restrictions which will denigrate efforts in the rest of the travel plan without other options being in place.

“Travel plans secured through the planning system need to emphasise the means of achieving effectiveness within the travel plan holistically i.e. limitations on car parking (and controls on off-site car parking) ...”

(Using the Planning Process to Secure Travel Plans, p16)

It is essential that travel plans address provision for cycle and motorcycle parking, pedestrian stopping/seating areas, as well as drop off points for taxis, minibuses and buses, and parking for any other vehicles and users (short-term/visitor, disabled, goods and deliveries).



PARKING FOR CYCLISTS

Cycle parking is an easy win when it comes to travel plans, provided it is of the right type, quantity, quality and location. The level of cycle parking should allow for targeted growth in the number of cyclists, and should be particularly high where local conditions favour cycling – e.g. flat topography, favourable cycle routes or dedicated local cycle paths.



CHOOSING THE RIGHT TYPE OF CYCLE PARKING FACILITY

Sheffield stands ('n'-shaped cycle racks) are the recommended option for providing cycle parking.

LOCATING WELL-DESIGNED CYCLE PARKING

Cycle parking should be located near to building entrances in a high profile, visible and accessible position.

Individual or prefabricated 'toast racks' of stands can be positioned in:

- Sheds
- Shelters
- Stores/compounds
- Individual lockers
- As a cycle 'centre' with parking, maintenance or other facilities possibly shared across a number of sites in an area

Cycle parking and shelters should be designed to enhance the site and its architecture. Like bus shelters, they should form an integral part of the public realm.

+ MORE ABOUT Further information on **types of cycle parking** is given in Section 5.3.1 of the Travel Plan Resources Pack for Employers, available via the Resource Centre for travel plans on www.moving Somerset forward.co.uk.

ADJUSTING THE AMOUNT OF CYCLE PARKING

For certain towns in Somerset with a strong potential to increase cycling, standard levels of cycle parking should be doubled or increased three-fold.

+ MORE ABOUT Further advice on **cycle parking standards** in Somerset towns is given in the LTP Parking Strategy (Table 5.3), available via the Resource Centre for travel plans on www.moving Somerset forward.co.uk.

ENSURING THE CORRECT INSTALLATION OF CYCLE PARKING

The design of cycle parking is set out in national guidance. ‘Sheffield’ stands are preferred, as they enable the whole of the cycle to be secured and do not bend the wheels. ‘Butterfly’-style stands, which only allow the user to secure the front wheel of the bicycle – rather than the frame – should be avoided. A 0.8m gap is needed between locked cycles, and there should be at least 0.65m in all directions between any stand and surrounding walls or obstructions. Bikes and stands should be at least 0.45m from live carriageways.

Access to cycle parking should naturally include lowered kerbs (or ‘slips’) from the road if it is provided in paved areas (and obviously not positioned in no access or ‘no cycling’ areas). Entrances to cycle parking/storage facilities should be ergonomically friendly for those with cycles or carrying luggage - e.g. no complicated or heavy doors, easy to swipe entry systems etc. Thought should be given to cyclists towing luggage or children in trailers or tag-along bikes.



OTHER WAYS TO PROVIDE CYCLE PARKING:

- Provision of hooks/hangers in garages or within dwelling itself (many garages are never used to park cars)



PROVIDING SEATING AND RESTING PLACES FOR WALKERS, CYCLISTS AND PUBLIC TRANSPORT USERS

Timetables do not always match up with meeting start times. People may arrive early and want somewhere to sit outside of the workplace or venue. Walkers and cyclists may also wish to get themselves organised before entering the building or prior to departing.

Benches or appropriate seating should be provided for people on-site outside of the building. Areas for social exchange, recreation, seating and play also generally add to the sustainable ethos of the site, and promote slower movement of road traffic.



MORE ABOUT Further information on **site design** is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

MOTORCYCLE PARKING

Motorcycles spend more of their time being used for work travel purposes than cars do. This creates demand for long-term motorcycle commuter parking of four hours or more. At the same time, levels of often highly opportunistic motorcycle theft are increasing.

National guidance advises providing at least one motorcycle space for every ten car parking spaces in car parks. An overriding slogan of “near and clear” in terms of proximity and visibility should be considered (Guidelines for Motorcycling, p37).



PROVIDING THE RIGHT TYPE OF MOTORCYCLE PARKING

Motorcycle parking can consist of rails, hoops, posts, or fixed ground-level anchors.

“Fixed features, such as rail, hoops or posts designed to provide a simple locking point to secure a motorcycle should be considered. Where motorcycles are parked in bays with one wheel against the kerb, a simple continuous steel rail satisfies most situations.”

(Manual for Streets, p113)

Guidelines for Motorcycling also advocates the steel rail approach.

“The continuous rail allows for efficient use by machines of varying style and size, is well understood by users and is compatible with most types of shackling devices. The rail should be set at around 600mm above surface to accommodate the range of wheel sizes in use.”

(Guidelines for Motorcycling, p43)

Sheffield stands set in series (i.e. end to end, rather than in parallel as for cycle parking) can provide an effective solution, and when used in tandem can reduce the chances of bikes being capsized onto the ground by strong winds. Dedicated motorcycle parking should be designed to be kept free from abuse by other vehicles (e.g. deliveries, drop-offs).

As well as being on level ground, parking should be covered and well-lit wherever possible.

PROVIDING PARKING FOR MOTOR CARS

- Provision (levels, designations for special users, location)
- Design (type, layout, integration and materials)
- Control (marking, signage, restrictions and enforcement)

“The level of parking provision and its location has a key influence on the form and quality of a development, and the choices people make in how they travel.”

(Manual for Streets, p99)

PARKING LEVELS

The countywide strategy for transport (called the Local Transport Plan, or LTP) was developed by Somerset County Council in collaboration with a wide range of stakeholders. It sets out maximum car parking standards for new developments across Somerset, including guideline levels for cycle, motorcycle and disabled persons' vehicle parking. These can also be used as a guide when assessing parking provision on existing sites.

In terms of space, one car parking space is roughly the equivalent of parking:

- 12 bicycles
- 4 motorcycles
- 3 office workers with their own desk spaces

Levels of parking will be expected to be far lower where there are opportunities to support other alternative travel choices. The level of demand for parking should only be set after all other measures in the travel plan have been chosen and assessed.



COUNTYWIDE STANDARD PARKING LEVELS FOR CYCLES, MOTORCYCLES AND CARS: A SUMMARY

+ MORE ABOUT Full advice is given in the Somerset Local Transport Plan 2006-2011 **Countywide Parking Strategy**, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

New developments that are close to an abundance of on-street parking, with good accessibility to alternative transport or in a central urban location, should adopt less than the maximum standards allow.

+ MORE ABOUT Further advice on **reductions applied to the maximum allowable car parking levels** in Somerset towns is given in the Countywide Parking Strategy (Tables 4.1 and 4.2), available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

Land use class and type	Maximum permitted car parking levels in new development	Minimum permitted cycle parking levels in new development (halve for motorcycling)
A1 (Retail >1000m² – food)	1 per 14m ²	1 per 250m ²
A1 (Retail >1000m²– non-food)	1 per 20m ²	1 per 200m ²
A2 (Financial and professional)	1 per 30m ²	As A1
A3/A4/A5 (Food and drink establishments)	1 per 25m ²	As A1
B1a/b/c (Offices)	1 per 30m ²	1 per 350m ²
B2-B7 (General industry up to 235m²)	1 per 30m ²	1 per 400m ²
B2-B7 (General industry >235m²)	1 per 50m ²	1 per 400m ²
B8 (Warehouses – storage and distributions)	1 per 200m ² 1 lorry per 250m ²	1 per 750m ²
C1 (Hotels and hostels)	1 per bedroom	Case-by-case
C2 (Hospitals)	1 per four staff 1 per three visitors	1 per six staff 1 per eight beds
C2 (Nursing homes, retirement homes, respite care homes)	1 per four beds 1 per two staff	1 per eight staff Plus two per site
C3 (Flats and houses)	1 per dwelling (1 bedroom) 2 per dwelling (2-3 bedroom) 3 per dwelling (4 bedroom) An average of 1.5 will be sought across Somerset	Case-by-case (at least 0.5 per flat)
D1 (Churches, halls and places of worship)	1 per 5m ²	Case-by-case
D1 (Clinics, health centres, surgeries)	2 per consulting room	Case-by-case
D1 (Libraries)	1 per 25m ²	Case-by-case
D1 (Art galleries and museums)	1 per 40m ²	Case-by-case
D1 (Primary and secondary schools)	1 per 2 FTE staff 2 visitor spaces	10% primary pupils 20% secondary pupils plus 10% secondary FTE staff
D1 (Higher and further education)	1 per 2 FTE staff 1 per 15 students 2 visitor spaces	1 per six staff

Land use class and type	Maximum permitted car parking levels in new development	Minimum permitted cycle parking levels in new development (halve for motorcycling)
D2 (Cinemas, conference halls)	1 per 5 seats	1 per 50 seats
D2 (Exhibition centres, dance clubs, bingo halls, casinos)	1 per 22m2	Case-by-case
D2 (Stadia)	1 per 15 seats	Case-by-case
Other (service stations)	1 per two staff 3 per service bay	Case-by-case
Other (car dealers)	1 per two staff 1 per ten forecourt cars	Case-by-case
Leisure centres	Case-by-case	1 per five staff
Bowling alleys	Case-by-case	3 per lane

Source: Appendix B – Parking Standards, Somerset Local Transport Plan 2006-2011 Countywide Parking Strategy

“Provision below demand can work successfully when adequate on-street parking controls are present and where it is possible for residents to reach day-to-day destinations, such as jobs, schools and shops, without the use of the car.”

(Manual for Streets, p103)

+ MORE ABOUT Further information on **using targets to plan** for the number of people arriving by car is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

It may be possible to implement shared parking strategies with neighbouring sites to reduce the overall amount of land-take from physical parking provision, where patterns of demand for car park spaces are complimentary.



DESIGN OF CAR PARKING

The design of car parking can affect visual quality and aesthetic value, levels of on-street/outdoor activity, and the interactions between people and their safety.

Any layout of car parking space should allow for efficient vehicle movements as well as the safe and easy access to and through the site by pedestrians and cyclists. Car parks and the design of sites in general should be designed to accommodate people, not just vehicles.

Good car park design can help comply with health, safety and welfare at work requirements.

“...it is important to consider a design-led approach to the provision of car-parking space that is well-integrated with a high quality public realm.”

(Manual for Streets, p102 citing Planning Policy Statement 3)



WAYS TO IMPROVE ACCESS FOR PEDESTRIANS AND CYCLISTS

Well-designed car parking can form part of the traffic-calming regime for a site. People on foot should not be made to feel out of place, or vulnerable to cars speeding around them. You may wish to carry out a Health and Safety Assessment of the interaction of people, cyclists and vehicles in car parks and at access points to improve permeability as well as safety.

Parking can be broken up every few spaces, e.g. by kerb build-outs, pathways, trees or other street furniture. Build-outs between sets of parking spaces maintain a narrowing, traffic calming effect when car parking spaces are empty, as well as adding visual interest. Directional signage and route markings to parking areas and building entrances for all modes of transport should also be used.

“Do pedestrians have to cross across of tarmac with cars speeding in all directions?”

(Essential Guide to Travel Planning, p37)

HANDY INDICATIVE DIMENSIONS FOR TRAVEL PROVISION:

Feature	Indicative footprint dimensions (m)
Wall-hanging or parked bicycle	1 x 2
Moped	0.65 x 1.6
Motorcycle/Scooter	0.8-0.9 x 1.9-2.3
Standard ‘in series’ (bumper-to-nose) kerbside parking bays. N.B. saves space but beware of impacts of door opening on pedestrians/footway furniture and extra length needed to reverse park	2 x 6
En-echelon/diagonal-style parking	2.4 x 4.2
Standard ‘parallel’ (door-to-door) car park parking bays. N.B. beware of impacts of car overhang on pedestrians/footway furniture	2.4 x 4.8
Garage	3 x 6
Minimum footway width needed before segregating a combined footway/cycleway is worthwhile	3.3

Car parks should feature appropriate crossing points and marked out pedestrian routes and refuges, particularly taking into account the needs of less mobile people. Disabled car parking spaces need to be accompanied by a level access onto the footway, e.g. through lowered kerbs.

+ MORE ABOUT Further information on **site design** is given in the Encourage section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

Sources: Manual for Streets, and Guidelines for Motorcycling

+ MORE ABOUT Further information about the **design of internal roads** on new developments is available by contacting Somerset County Council's Estates Roads team.
+ Further information about off-site highway works is available by contacting Somerset County Council's Highways Development Control team.

DECIDING ON THE LOCATION OF CAR PARKING

"There are options for creating developments relatively free of cars by providing remotely sited parking."

(Manual for Streets, p74)

Parking should ideally be located so as not to prioritise access by car (e.g. at the rear, rather than at the front of the site), or limited to the periphery of development.

"Parking within the front curtilage should generally be avoided..."

(Manual for Streets, p107)

PARKING CONTROL

"Travel plans that rely solely on promotion and good will have been proven to have a limited effect in increasing the use of more sustainable modes; disincentives are necessary."

(Essential Guide to Travel Planning, p9)

A completely uncontrolled but limited amount of parking, i.e. available on a 'first come, first served' basis, is the fairest solution of all. It takes no account of those people with demands meaning they need to have the use of a car (Source: Essential Guide to Travel Planning; also see below).

WAYS TO CONTROL PARKING ON EMPLOYMENT SITES

Parking is a subsidy provided to staff, and as such should be managed in an effective way. Ideally, both permitting and charging, and incentivisation systems should be in place (if only set at a nominal level to begin with). Revenues from parking can be used to fund other measures in the travel plan and should be ring-fenced (or hypothecated), in support of a travel plan. Financial incentives or payments can constructively support other travel choices.

+ MORE ABOUT Further advice about the **costs of providing car parking spaces** are given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

COMMUTER PARKING:

Placing a duty on staff to release their car parking spaces when they know it will not be needed (for example, when on leave) frees up 'hot spaces' for occasional parking by other users. This can be limited to a maximum level of usage per year, to minimise abuse of such a system (Source: Essential Guide to Travel Planning).

ISSUING PERMITS FOR STAFF:

- Team
- Car sharing
- Individual
- One-day parking permits (for those making one-off journeys such as bringing in equipment)

ISSUING PERMITS FOR VISITORS:

- Such as 'click & park' booking procedures. Visitors should be informed of parking regimes and charges in advance of arrival.



SETTING CHARGES FOR CAR PARKING:

Parking charging rates can be reduced for those whose only absolute option is to use their car for business journeys. Annual parking fees should be avoided as these can provide an incentive to use a car all-year-round.

Charging may be based on the following criteria:

- Engine size, weight of vehicle, CO₂ emissions, number of occupants (e.g. reduced costs for car sharers), salary level (e.g. 0.006% salary per day). An average daily charge is typically 40p per day (Source: Essential Guide to Travel Planning, p57)

USING DESIGNATED PARKING BAYS:

Dedicated parking bays can be set out to prioritise parking within a given set of users:

- Priority parking bays for high occupancy users (lift sharers/ car sharing)
- Pooled/loan cars
- Priority parking bays for disabled persons' vehicles
- Visitors (include provision for short-stay and car sharing visitor spaces)
- Customers
- Drop off/pick up areas, e.g. 20-minute short-term parking
- Car parking for alternatively-fuelled or low carbon cars, e.g. electric, LPG, hybrid
- Loading/unloading of goods

- Electric points for charging vehicles
- Reserved/otherwise dedicated user spaces (e.g. Police/emergency service, on-site maintenance or operational vehicles)

Note that only off-street car parking can be designated in this way. On-street provision cannot be allocated for particular individuals or households.

Parking for staff/employees based purely on job title, seniority, rank or grade should be avoided in all circumstances.

PROVIDING BAYS FOR LIFT SHARERS

A 'car share' car park should generally be provided. Ideally this should run on permits or on a self-enforcing system (e.g. well overlooked to reduce the temptation for lone drivers to park there).

Permits can be given to each lift share partner. Two or more of these permits should be displayed in the windscreen for cars to be permitted to use specially marked out parking spaces. These bays can be freed-up after a certain time of the day, e.g. 9.30am, to encourage lift sharers to arrive for 9am or before to increase the potential for matches, should demand allow. This arrangement also encourages lone car drivers to travel later (off-peak) and reduce the level of congestion on the roads caused by their trip.

+ MORE ABOUT Further advice on **car sharing** is given in the Menu of Measures under Financial Measures and Smarter Working in the Encourage section and also in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk, as well as on www.carsharesomerset.com.

BAYS FOR SHARED-USE CARS:

Some larger businesses and residential developments also provide their own cars for staff use (known as pool cars). You can also provide spaces for block-booked or publicly available cars run by an external organisation (known as car clubs).

MEASURES TO REDUCE ABUSE OF ON-SITE CAR PARKING:

- Supervision
- Warnings
- Access control, e.g. bollards, ramps, barriers, swipe cards, pin numbers
- Clamping
- Fines
- Revocation of access rights
- Car park site management office
- Numbered permitted car parking spaces to reduce car park cruising and taking a chance on space availability
- Introduction of yellow lines, car park charging or controlled parking zones (e.g. for local residents only) to control any overspill of parking from the site, footway parking signs and education leaflets

USING ELIGIBILITY CRITERIA FOR ALLOCATING PARKING SPACES:

Parking should be allocated fairly and consistently - whilst targeting car users who have the most negative travel-related impacts in relation to the objectives of the travel plan.

OBJECTIVES FOR REDUCING THE NUMBER OF PARKING SPACES:

- Reducing the distance travelled by all modes of transport, but particularly single-occupant car journeys
- Encouraging those who live within walking and cycling distance to make smarter travel choices
- Encouraging those who have good and affordable public transport options to use the bus or train
- Increasing the use of local amenities and services, where they are available

Only those who really need it should be provided with car parking. Factors to consider carefully when prioritising the allocation of parking spaces include the following criteria (Source: e.g. Encouraging sustainable commuting). It should be noted that employee travel needs are unlikely to relate to levels of seniority in the company.



RECOMMENDED PERSONAL ELIGIBILITY CRITERIA:

- Mobility difficulties
- Lack of access to public transport (real, rather than perceived)
- Care commitments
- Unsocial (early/late) contracted working hours
- Need for car use in the course of work for business trips to inaccessible locations
- High-mileage car usage in the course of work in the absence of any alternatives
- Out of hours working, when public transport is not available
- Security concerns relating to the use of other modes of travel
- Regular need to transport heavy or bulky loads or people in the course of work
- Emergency/on-call nature of trip requirements at short notice

Note: 'Points' allocated purely for living far away or in inaccessible locations should be limited. Otherwise this can create an incentive for carrying out long commuting journeys by less sustainable modes of transport (Source: Essential Guide to Travel Planning).

In some cases, this will require a review of parking, re-issuing or permits and/or possibly amendments to work contracts.



WAYS TO CONTROL PARKING IN RESIDENTIAL AREAS

As a design measure, reducing the setback of homes (i.e. the front garden space) can reduce the availability of accessible land for conversion into extra car parking (Source: Manual for Streets, p57). Public information sheets and education programmes can help with attitudes regarding footway parking – particularly highlighting the costs of repair and costs to tax-payers of the Council being sued for mishaps.

“Indicating on-street car-parking spaces clearly through the use of road markings or changes of surface material can help encourage good parking behaviour.”

(Manual for Streets, p106)

MEASURES TO CONTROL FOOTWAY PARKING:

- Bollards
- Raised planters
- Other street furniture
- Signs directing people where to park, not to park on the footway, or thanking people for not parking on the footway
- Trees
- Windscreen notices
- Information leaflets and campaigns

“Effective parking schemes can be undermined by the availability of free and plentiful off-site parking.”

(Making Travel Plans Work, p7)

Common problems when parking is not well managed around employment areas can lead to situations causing blockage and nuisance.

“[problems include]...cars parked all over the place, some illegally, obstructing the essential movements of lorries carrying goods to and from the factory, and spilling over into residential streets.”

(Essential Guide to Travel Planning, p7)

MAKING LINKS TO LOCAL POLICIES

Planning Policy Guidance Note 13 (PPG13) sets out national planning policy on travel plans – in terms of a size of site where it is a requirement to have a travel plan for a new development. It also states that planning obligations and agreements (e.g. Section 106) can be used to support the delivery of a travel plan. There are various other policy and guidance documents that support the delivery of travel plans in Somerset.

+ MORE ABOUT **Links to a range of local policy documents**, including guidance on travel plans and developer contributions (from 2009), are given in Resource Centre for travel plans on www.movingsomersetforward.co.uk.

LOCAL PLANNING DOCUMENTS THAT TRAVEL PLANS IN NEW DEVELOPMENTS SHOULD REFER TO:

- Local Transport Plan
- Design & Access Statement
- Transport statements or assessments
- Planning statement
- Development brief
- Masterplan
- Design codes
- Environmental statement or environmental impact assessment
- Local Plan or Local Development Framework
- Regional Spatial Strategy
- Supplementary planning guidance/documents for the site
- Section 106 or planning consents/conditions

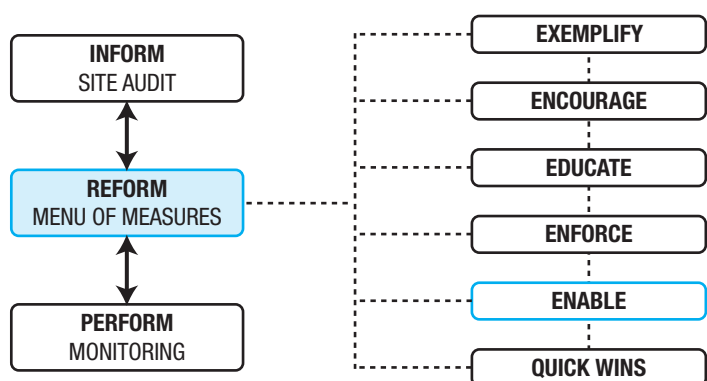
ENABLE TRANSPORT SERVICES INCLUDING DELIVERIES

This section provides advice about enabling smarter travel choices through improvements away from the site for all modes of transport – plus providing the right facilities for the sustainable distribution of freight.

ADVICE

- Transport services including deliveries
- Making improvements in response to a site audit
- Providing shared equipment for individual travel
- Management of freight and deliveries

WHY ENABLE MORE SUSTAINABLE TRAVEL?



The **Menu of Measures** is divided into six documents, containing some of the smarter options employers can use to free up the road network and allow more sustainable travel choices for everyone.

Acceptable alternatives will need to be provided for people to change their travel choices. A summary of elements that could be introduced off-site to improve accessibility by non-car travel options is outlined in this section.

If alternatives are not provided, people's reasons for choosing the car may only be reinforced and longer-term habits will be harder to change – no matter how much publicity or how many promotions are used.

It is essential for alternative travel choices to be facilitated alongside efforts to help manage levels of car parking. Measures to manage the demand for car parking spaces may rely on the actions of local transport operators or the local authorities, but can also be coordinated and supported with evidence from a site-specific travel plan.

+ MORE ABOUT Further advice and **worksheets** to help carry out a site audit are given in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk



MAKING IMPROVEMENTS IN RESPONSE TO A SITE AUDIT

Alternative travel options for people need to be provided, alongside efforts to manage the supply of car parking. Many such measures rely on the actions of local transport operators or local authorities, but can also be coordinated and supported on a site-specific basis.

A first step in improving local travel opportunities is to conduct a site audit, to assess what is already there.

A summary of elements that could be introduced around most sites to improve their level of non-car accessibility is outlined in this section.

+ MORE ABOUT Further advice and **worksheets** to help carry out a site audit are provided in the Site Audit and Design Guidelines, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk. **+ Further advice about carrying out staff surveys** is given in the Monitoring Guidance, available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.



WALKING AND CYCLING PROVISION

AREAS FOR POTENTIAL IMPROVEMENT:

- Routes to site – directness, lighting, surface condition, safety and convenience of crossing points
- Removal of obstructions – e.g. bins, parked cars, signs
- Construction of dedicated paths, lanes or tracks
- Road layout improvements, e.g. 'advance stop lines' for cyclists which create safe waiting areas at junctions in front of traffic, or reduced junction corner radii to allow for easier pedestrian crossing
- Signposting, e.g. milestone to site added to local cycle path

“The design of new developments should not require waste bins to be left on the footway as they reduce its effective width. ... Designers should ensure that containers can be left out for collections without blocking the footway or presenting hazards to users.”

(Manual for Streets, p77)

SOME COMMON DESIGN PROBLEMS FOR CYCLISTS:

- Narrow road widths
- Humps, cobbling or rumble strips extending right across road without a smooth margin for cyclists
- Barriers, obstructions and discontinuous provision requiring cyclists to dismount including routes impeded by “no cycling” regulations
- Cycling provision too close to parking bays
- Roundabouts

TYPES OF ROAD CROSSING

Five types of road crossing are currently used to improve travel safety for walkers and cyclists. You should inform Somerset County Council if you feel that access to your site demands provision for any of these. The Council will then assess the feasibility of the scheme, and implement it if it is deemed suitable and desirable.

- Pelican – red/amber/green signals facing drivers, and red man/green man signals on opposite side of the road to the pedestrians waiting to cross
- Puffin – kerbside pedestrian detectors are fitted to cancel demands that are no longer required, and crossing time is determined by on-crossing pedestrian detectors. The pedestrian signals are above the push button on the pedestrians’ side of the road
- Toucan – as puffin, but designed for both pedestrians and cyclists and typically adjacent to a cycle-path
- Pegasus – as toucan, but for horses and pedestrians; only used where crossing movements are made across a busy road
- Zebra – black and white painted strips across the road with flashing amber beacons. Drivers must give way when someone has moved onto a crossing

A bleeper, and/or a pedestrian refuge or island in the centre of the road may also accompany these crossings.



PUBLIC TRANSPORT (BUS AND RAIL) SERVICES

Bus services range from those run privately by commercial operators as a publicly available service, to those with varying levels of employer funding or support; staff may or may not have to pay to board. Demand responsive transport, with routes and timetables based on bookings and passengers’ travel needs, operate in a number of rural areas in Somerset

AREAS FOR POTENTIAL BUS SERVICE IMPROVEMENT:

- Bus stops
- Quality waiting facilities with seating, covered and lit
- Real time (live) passenger timetabling information and running times/departure boards
- New bus routes and/or increased frequency
- Local bus infrastructure – e.g. bus lanes, priority bus gates at junctions, priority access lane at entrance/exit of development if congested
- Bus-only accesses to site
- Cycle parking at bus stops
- Company-funded bus service – can be shared between local employers (private hire, registered route, contract hire)
- Employee-run minibuss service
- Retiming of bus services to better meet work hours
- Park & Ride
- Shuttle service to local rail stations
- Bus service into town at lunchtime

It is often undesirable to divert bus routes to serve particular sites unless stops can be provided along the existing direct bus routes. Where appropriate interchanges can be improved so that people can easily walk or cycle to and from the nearest bus stop.

+ MORE ABOUT Further information about the availability of **public transport** services, Somerset County Council’s opinion of the services, the operational goals for those services and the potential for any new services, is available by contacting Transporting Somerset via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

AREAS FOR POTENTIAL RAIL SERVICE IMPROVEMENT:

- Connections with the rail network (access for all, e.g. by foot, cycle, bus)
- Cycle parking and lockers at rail stations
- Clear signposting and information at stations about other local transport services and attractions
- Provision of train information on-site/in town if the station is out-of-town

+ MORE ABOUT Further advice on **improving travel information** is given in the Educate section of the Menu of Measures, available via www.movingsomersetforward.co.uk.

PROVIDING SHARED EQUIPMENT FOR INDIVIDUAL TRAVEL

Often people may be put off choosing the sustainable travel option because they lack the right equipment to make their journeys safe and comfortable. An employer can support smarter travel choices by providing a selection of the following equipment for free, or on loan, in response to staff needs (as may be demonstrated through a staff survey). Employers may be able get together to provide some equipment/facilities shared with their neighbours.



SHARED TRAVEL EQUIPMENT AND SERVICES FOR EMPLOYERS TO PROVIDE ON LOAN:

CYCLING:

- Reflective clothing or accessories
- Puncture repair kits
- Emergency lights and batteries
- Pump
- Toolkit
- Spares
- Pannier racks
- Panniers
- Trailers
- Lock
- Helmet
- Cycles (range depending on local needs and terrains – foldable, electrically-assisted, hybrid, mountain)

SHORT-TERM VEHICLE HIRE (consider the use of alternative fuels and on-vehicle advertising/promotion):

- Pool cars and other fleet vehicles, e.g. vans (owned by employer)
- Car clubs (owned and run by an external specialist short-term operator)
- Car hire (mainstream rental)

MOBILE TELECOMMUNICATIONS/HOME WORKING:

- Light, portable and compact laptop computers with WiFi and access/subscriptions to mobile internet
- Mobile phones/PDAs

WALKING:

- Personal alarms
- Umbrellas
- Shared/team travel passes, e.g. for bus or rail use, or parking
- Laptop bags/rucksacks

CAR SHARING

- Guaranteed journey home by taxi or other means if normal collective mode of transport (e.g. car sharing, bus or train) fails

“...pool bikes should be managed like any other company vehicle, with a consistent approach to bookings, maintenance and safety.”

(Travel Plan Resources Pack for Employers, Section 5.3.3)

+ MORE ABOUT

Further advice on **using pool bikes** (including maintenance, inspection and insurance) is given in Section 5.3.3 of the Travel Plan Resources Pack for Employers, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

GROUPS TO SET UP TO SUPPORT SMARTER TRAVEL:

- Bike user groups or ‘boot’ buddies/walking groups
- Safe escorts to car parks
- Car sharer coffee clubs
- Public transport user group

BETTER MANAGING FREIGHT AND DELIVERIES

The reduction of delivery miles can be achieved by using local suppliers, fewer delivery trips through better co-ordination of deliveries (e.g. centralising deliveries into larger less frequent loads, consolidating loads by small suppliers to increase vehicle-fill levels, using computer optimised route planning, back hauling using emptied vehicles to collect stock from suppliers), and deliveries can be scheduled to arrive at night or early in the morning to reduce impact on other road users. On-site modifications and vehicle requirements can be considered if your site is residential areas.



WAYS TO ENABLE SUSTAINABLE FREIGHT DISTRIBUTION:

- Encourage the use of local suppliers
- Separate/dedicated entrances for freight/goods deliveries with clear signage
- Arrange delivery at off-peak times when there is less people-movement on site
- Use hush kits, quiet air suspension and silent refrigeration systems to make night-time or early morning deliveries close to residential areas
- Waste minimisation practices, e.g. on-site reuse, waste reduction at source, compaction on-site, enrolment of residents onto junk mail removal services
- Limit number of contractor/delivery vehicles accessing the site at any one time
- Rationalise number of deliveries if fewer, more coordinated trips could be made
- Use intelligent trip-planning and delivery booking systems to avoid congestion on and around the site at peak periods, e.g. staff arrivals
- Avoid giving unrealistic delivery times for goods drivers
- Common policies for recycling or purchasing with neighbourhood companies
- Industrial symbiosis - exchanging goods and waste with other nearby companies in the production chain through back-hauling. One person's rubbish is another's resource
- Freight consolidation - minimising trips by combining freight loads into one lorry at a remote location to the site instead of several, particularly for small deliveries
- Provide customers with specific delivery times in advance of delivery, e.g. by text message, to minimise failed deliveries
- Use of low emission delivery vans/vehicles
- Include within contracts/tenders requirements for the use of alternative fuels, specified delivery times, idling and driving standards, and ask contractors to provide details of their own environmental policies
- Fuel strategies may be particularly important for companies that provide transportation or delivery services

- Provide delivery times and a tracking system to customers if you run delivery vehicles, to minimise failed delivery attempts

MOVING SOMERSET FORWARD FREIGHT QUALITY PARTNERSHIP

Somerset's Freight Quality Partnership (FQP) brings together a range of stakeholders representing freight issues across Somerset and the South West. The partnership has also developed maps, which help to identify the best routes for HGVs to use, using standard maps and SatNav (GPS) technology. It aims to create a better understanding of the needs of hauliers among those involved in the planning of transport systems, and encourage local businesses/employers to encourage hauliers to use Regional Strategic Freight Routes in Somerset.

+ MORE ABOUT Further information about **taking part in the FQP** and sharing good practice on freight issues is available by contacting Moving Forward using the links on www.movingsomersetforward.co.uk.

+ MORE ABOUT Links to further advice on **freight best practice** is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

A QUICK GUIDE TO MAKING YOUR TRAVEL PLAN WORK

WHAT SOLUTIONS CAN A TRAVEL PLAN OFFER ME?

Travel plans can be designed to offer you a holistic range of advantages over your business competitors. To do this successfully, the travel plan will need to address the following:

EXEMPLIFY:

- Organisational framework for delivering a travel plan

ENCOURAGE:

- Financial measures
- Awareness raising campaigns, promotions and events
- Site design
- Smarter working

EDUCATE:

- Web and paper based information on travel
- Signage
- Training a competent traveller

ENFORCE:

- Parking for cyclists
- Providing seating and resting places for walkers, cyclists and public transport users
- Motorcycle parking
- Providing parking for motor cars
- Making links to local policies

ENABLE:

- Transport services including deliveries
- Making improvements in response to a site audit
- Providing shared equipment for individual travel
- Management of freight and deliveries

WHAT CAN BE IMPLEMENTED QUICKLY TO GET MY TRAVEL PLAN ON TRACK?

The following advice comes from the Employers travel plan resources pack, which recommends 18 actions that can help start workplace travel plans. Many of these have little or no cost attached to their implementation:

1. Post up-to-date local bus and train **timetables** on notice-boards, and use links on your company's intranet
2. Make use of all your **communications** systems, newsletters, intranet, e-mails, posters, cascade briefings, and monthly reports to raise awareness
3. Encourage **participation** in the initiative you are promoting through a leaflet in payslips
4. **Be flexible**, where possible, about start and finish times if this enables use of public transport, walking or cycling
5. Support **national initiatives** to promote what you are doing, such as bike to work week, environment day, national lift-share day, work at home day, in town without my car day, ride to work day, commute smart week etc.
6. Identify staff whose work would be particularly suitable for **homeworking** and who would be willing to try it. Even one day a fortnight would be 10% less commuting
7. Promote **walking and cycling** using information supplied from Moving Forward. Post it on notice-boards and on the intranet
8. If feasible, move **cycle racks** nearer to the main entrance. Show the cyclists you value them and make a statement to visitors
9. Offer a **cycle allowance** for business trips, and even a walking allowance
10. Encourage **meetings** that are accessible (both venue and timing) via public transport
11. Do not have reserved **car parking** spaces for specific staff - even senior staff, who should lead by example
12. Do not provide petrol for personal mileage on company cars
13. Review **business mileage** for the past six or 12 months and set targets for reduction, with a prize for the winning individual/ department

14. Introduce a **ticket purchasing scheme** which enables staff to order their train ticket through the company. Not having to pay for it out of their own pocket and claim later saves employees time
15. Monitor the use of **tele-conferencing** or video-conferencing and calculate the number of miles and time saved by having a log book available. Calculate tyres saved and emission reductions to use for the promotion of the scheme
16. Promote the **health aspects** of not using the car, e.g. benefits of brisk walks or cycling
17. Raise awareness of car ownership **costs** to the individual
18. Promote the travel plan through a **weekly prize draw** for those who travelled to work by a sustainable mode

+ MORE ABOUT Further advice on assessing the **travel opportunities** to and through your site and finding out about **people's travel patterns** is given in the Site Audit & Design Guidelines and in the Monitoring Guidance, respectively, both available as part of the Manual for Travel Plans via www.movingsomersetforward.co.uk.

ABBREVIATIONS

ATC – Automatic Traffic Counter

ATOC – Association of Train Operating Companies

CABE - Commission for Architecture and the Built Environment

CNG – Compressed Natural Gas

CO₂ – Carbon Dioxide

CSR – Corporate Social Responsibility

D&AS – Design & Access Statement

DPA – Data Protection Act

EMAS – Environmental Management and Auditing System

EPOMM – European Platform on Mobility Management

EMAS – Eco-Management and Audit Scheme

FQP – Freight Quality Partnership

GFA – Gross Floor Area

GIS – Geographical Information System

GPS – Global Positioning System

IHIE - Institute of Highway Incorporated Engineers

IT – Information Technology

LDF – Local Development Framework

LPG – Liquid Petroleum Gas

LTP – Local Transport Plan

PDA – Personal Digital Assistant

SCC - Somerset County Council

SUDS – Sustainable Urban Drainage System

SOV – Single Occupancy Vehicle

TA – Transport Assessment

TP – Travel Plan

VoIP - Voice over Internet Protocol

REFERENCES

GENERAL:

Design to Delivery: Eco-towns transport worksheet. Town and Country Planning Association, 2008.

Encouraging Sustainable Commuting. Transport for London, 2007.

Essential Guide to Travel Planning. Department for Transport, 2008.

Guidelines for Motorcycling. Institute of Highway Incorporated Engineers, 2005.

Making Travel Plans Work: Lessons from UK case studies. Department for Transport, 2002.

Smarter Choices – Changing the Way We Travel. Department for Transport, 2004.

Tax and Travel Plan Measures. Stephen Potter, The Open University, 2007.

Transport Scotland Travel Plan 2007-09, Transport Scotland.

Travel Plan Resources Pack for Employers. Department for Transport, 2000.

RESIDENTIAL TRAVEL PLANS:

Building for Life: Evaluating Housing Proposals Step by Step. Commission for Architecture and the Built Environment, 2008.

Making Residential Travel Plans Work. Department for Transport, 2007.

Manual for Streets. Department for Transport, 2007.

NEW DEVELOPMENTS:

Building Sustainable Transport into New Developments: A Menu of Options for Growth Points and Eco-towns. Department for Transport, 2008.

Design and Access Statements: How to write, read and use them. Commission for Architecture and the Built Environment, 2006.

Guidance on Changes to the Development Control System. Office of the Deputy Prime Minister, 2005.

Guidance on Transport Assessment. Communities and Local Government & Department for Transport, 2007.

Planning Policy Guidance 13: Transport. Office of the Deputy Prime Minister, 2001.

Planning Policy Statement 3: Housing. Communities and Local Government, 2006.

Using the Planning Process to Secure Travel Plans: Best practice guidance. Department for Transport, 2002.

BEHAVIOUR CHANGE:

Carbon Pathways Analysis. Department for Transport, 2008.

Change Management for Sustainable Development: A Workbook. Institute of Environmental Management and Assessment, 2008.

How We Can Save the Planet. Mayer Hillman, Penguin Books, 2004.

TAPESTRY - Making Campaigning for Smarter Choices Work. TAPESTRY/Department for Transport, 2005.

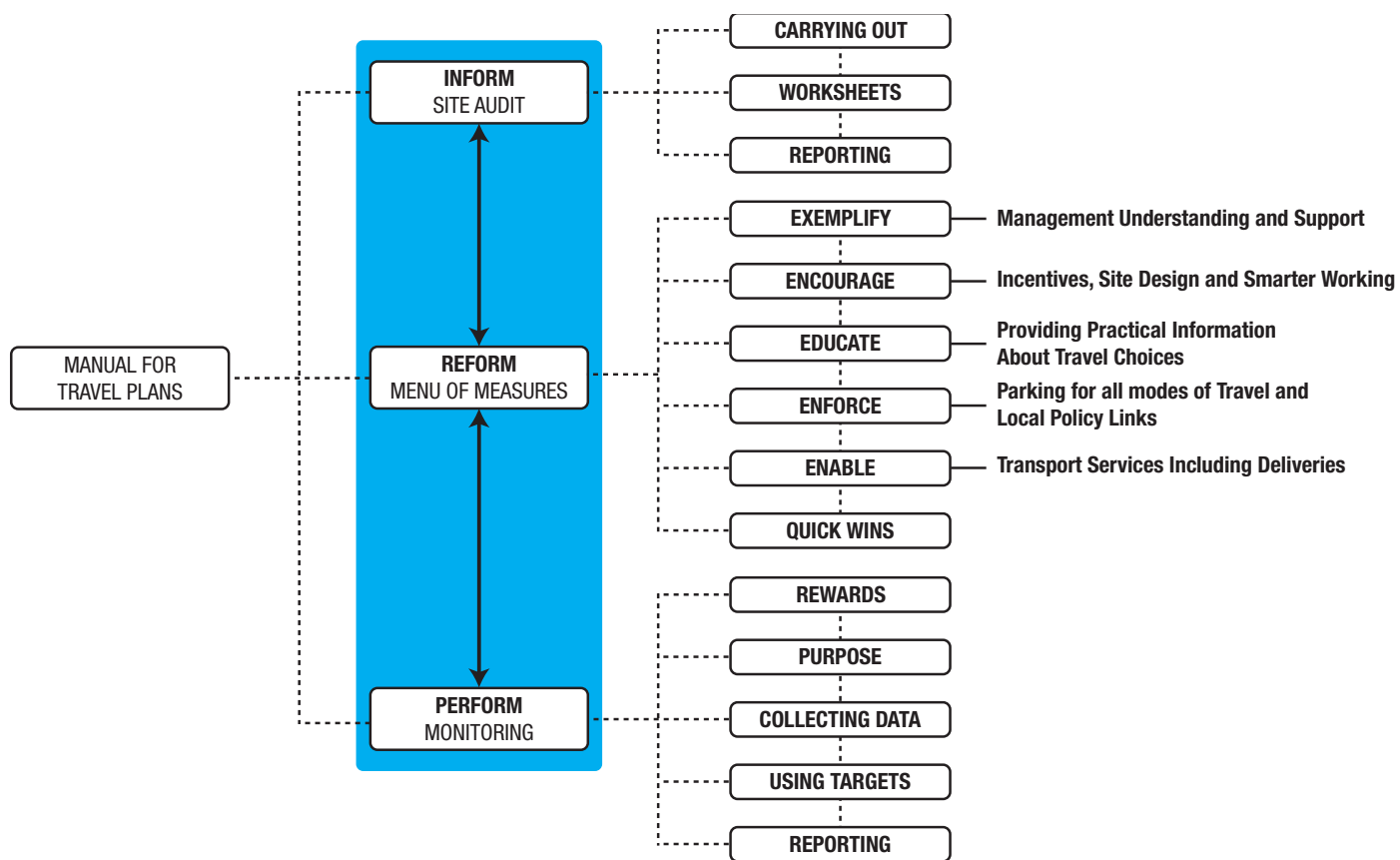
The Environmentalist. Institute of Environmental Management and Assessment.

UK Sustainable Development Strategy. DEFRA, 2005.

LOCAL POLICY:

Responding to Climate Change in Somerset. Somerset County Council, 2008.

Somerset Local Transport Plan 2006-2011. Somerset County Council, 2006.



MANUAL FOR TRAVEL PLANS is part of a business and developer support package to help manage travel to, from, and within your site.

INFORM: SITE AUDIT AND DESIGN GUIDELINES

REFORM: MENU OF MEASURES

PERFORM: MONITORING GUIDANCE

WWW.MOVINGSOMERSETFORWARD.CO.UK

ARE YOU WITH US?

Through Moving Forward, Somerset County Council can support you. For more information about smarter travel management and help with travel plans, please get in touch:

Workplace Travel Plan Coordinator
Moving Forward Smarter Choices Team
Somerset County Council
County Hall
Taunton
TA1 4DY
movingforward@somerset.gov.uk
0845 345 9155

Further copies of this and other documents from Manual for Travel Plans are available from www.movingforward.co.uk (> Business).

Published by Somerset County Council.
VERSION 1.1. DECEMBER 2008

Following this advice does not necessarily imply guidance with Somerset County Council (SCC) policy. SCC has made every effort to ensure that the advice in this guidance is up-to-date and accurate. SCC cannot, however, be held responsible for any loss or damage arising from the contents of this guidance.

Please recycle me after use.


MOVINGFORWARD
MOVINGSOMERSETFORWARD.CO.UK



Working together for equalities.

This document is also available in Braille, large print, on tape and on disc and we can translate it into different languages. We can provide a member of staff to discuss the details.