Helping you create a Business Travel Plan
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1. About this pack

1.1 This Business Travel Information Pack has been put together by Essex County Council (ECC) to encourage employers of businesses to think about the way their staff travel to work and assist with the development and implementation of their own successful Travel Plan.

It contains information on practical travel initiatives, the range of transport options available, details about the Travel Plan Accreditation Scheme and a comprehensive list of useful contact details as well as other sources of information.

Section 106 Developer Travel Plans

1.2 Employers are usually required to produce a Travel Plan to accompany a Planning Application by way of Condition, or as part of a Section 106 Legal Agreement. At ECC the threshold for the requirement of a Travel Plan is when a development will have 50 or more employees (this can be through a new build or extension to an existing site), or where there will be a significant impact on the local road network, due to the development; or where existing transport, infrastructure, congestion or pollution problems exist.

1.3 Developers are required to pay a one-off fee of £5,000 index linked with the government’s Consumer Price Index (CPI) and based on October 2017, for Essex County Council to monitor and review each Workplace Travel Plan. This fee pertains to Essex County Council’s involvement over a five year period from the date of first occupation, to ensure the Travel Plan remains an ‘active’ document with the overarching aim of achieving a reduction in single car occupancy.

Voluntary Travel Plans

1.4 Some organisations have their own reasons why they choose to develop a Travel Plan, such as difficulties with parking, accessibility problems associated with their site, congestion or reducing staff travel costs. At ECC these are known as Voluntary Travel Plans.

1.5 More and more organisations are now committed to improving their environmental performance and seek to achieve certification under the ISO14001 Environmental Management standard. This aims to continuously improve environmental performance, and insists that a robust management system is put in to place to oversee this process. A Travel Plan can make a strong contribution to achieving emission reductions required under an ISO14001 standard, plus it can be a useful way to help ensure that a Travel Plan is kept on course.
Policies and Guidance

1.6 National Planning Policy Framework (NPPF)

The NPPF embraces the purpose of the Planning system to contribute to the achievement of sustainable development within the three dimensions of – Economic, Social and Environmental. It provides clear support for a number of sustainable transport policies, including those to:
- Support sustainable development
- Reduce the need to travel
- Promote sustainable transport and alternatives to the car and provide transport choice

Using the Planning Process to secure Travel Plans - DfT

Explicit policy and guidance on Travel Plan requirements

Essex Local Transport Plan (LTP)

The LTP sets out the vision for a transport system that supports sustainable economic growth and helps deliver the best quality of life for Essex residents. The LTP consists of a Transport Strategy and an Implementation Plan; setting out long-term goals with detail on how the outcomes will be achieved.

Sustainable Modes of Travel Strategy (SMoTS)

The measures detailed outline the steps the authority are taking to enable accessibility to places of employment and education for all, including other neighbourhood services such as retail and leisure; with the associated health, social and economic benefits to them and their communities.

We are on hand to support you and if you need further information about Business Travel Plans do not hesitate to contact us.

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Sustainable Travel Planning Team
County Hall
Chelmsford
Essex CM1 1QH

Telephone: 0345 743 0430
Email: travelplanteam@essex.gov.uk
Online: www.essex.gov.uk
2. What is a Travel Plan?

A Travel Plan is a long term travel management strategy, using a package of practical measures designed to reduce single occupancy car use for journeys to and from work and for business travel and to tackle localised congestion. Travel Plans are put together by employers or developers with the support of the ECC Sustainable Travel Planning Team (STPT), and can be adapted to reflect the particular needs of individual organisations and the specific circumstances of their site.

The development of a Travel Plan for your organisation will help to promote and deliver sustainable alternatives to single car occupancy. It should include a mix of incentives and disincentives to be successful, for example car sharing, promoting the use of public transport, encouraging walking and cycling, restricting on-site car parking spaces or car park charging, and supporting alternative working practices which reduce the need to travel.

2.1 Your own, unique Travel Plan

A Travel Plan usually addresses the different modes of travel available to a particular site according to the nature of the development. These can include: travelling to and from the workplace, business travel, visitors, deliveries and fleet vehicles.

It is important to identify which elements of travel are appropriate to your own organisation’s activities and prioritise them to establish the main ones for inclusion in your Travel Plan.

A successful Travel Plan will address environmental and health issues, providing increased travel choices for staff and visitors. It will influence travel behaviour and achieve a shift towards increased use of sustainable modes of transport (walking, cycling, public transport, car sharing etc). The types of initiative you incorporate into your Travel Plan will depend on these factors:

- Size of organisation
- Location of organisation
- Nature of the business
- Reasons for developing a Travel Plan
- Staff attitudes towards the different measures
- Resources available
2.2 Benefits of a Travel Plan

A Travel Plan offers a number of benefits to employers, staff and the local community.

**Employer Benefits**

- Healthier, less stressed workforce
- Reduced costs and demand on car parking
- Reduced on-site congestion and pollution
- Improved access for visitors and deliveries
- Increased travel choices – aiding recruitment, retention and morale
- Corporate identity.

**Employee Benefits**

- Fair approach to travel subsidy
- Improved transport infrastructure
- Better cycling facilities
- Good ticketing deal on local buses
- Cheaper travel to work
- Healthier lifestyle
- More flexible work practices
- Time savings.

As an employer, (under the Health & Safety at Work Act), you have responsibilities for the health and safety of your staff, and with the right training and facilities they will be able to travel safely to and from work.

**Community Benefits**

- Reduced congestion
- Improved journey times
- No “bad neighbour” parking
- Improved quality of life
- Less noise pollution
- Reduced CO2 emissions
- Better air quality.

2.3 Travel Plan Co-ordinator

The appointment of a Travel Plan Co-ordinator (TPC) is crucial as there must be a point of contact to negotiate the successful implementation of the Travel Plan (it need not be a separate post altogether but could be integrated into a member of staff’s existing job description).

For Travel Plans secured through the Planning process, the ECC Sustainable Travel Planning Team must be notified of the name of the Travel Plan Co-ordinator upon appointment to the role, usually within one month of occupation of the site (for new builds) and prior to occupation (for extensions).
Responsibilities of the Travel Plan Co-ordinator:

- Presenting a business case to secure a budget for Travel Plan development and ensuring its efficient and effective use where possible
- Overseeing the development and implementation of the Travel Plan on a day-to-day basis, working towards ECC Accreditation status at bronze, silver, gold or platinum level
- Obtaining and maintaining commitment and support from senior managers, staff, union representatives etc
- Designing and implementing effective marketing and awareness-raising campaigns to promote the Travel Plan
- Co-ordination of Steering Groups, Working Groups etc
- Undertake annual (or biannual with prior agreement from ECC’s STPT) Staff Travel Surveys, over five consecutive years, promoting the survey to staff to ensure a good level of participation. Supply evidence of this to Borough/City/District Council and Essex County Council
- Acting as a point of contact for all staff requiring information
- Ensuring the travel information available is always up to date
- Liaising with different departments, eg human resources, estates, facilities etc
- Liaising with external organisations, eg local authorities
- Negotiating with transport operators to secure discounts for staff
- Source and supply travel information packs for all site users
- Co-ordinating the monitoring programme for the Travel Plan, including target setting (in agreement with ECC) and making necessary changes if the targets are not being met.

There may be some costs associated with setting up and maintaining the Travel Plan therefore it is important to set a budget for the Plan and decide how it is going to be spent. However, you will also need to identify where funding is likely to come from, for instance, you may decide to introduce a charge for car parking. If you do so, it is very good practice to ring fence this income to plough back into initiatives that support more sustainable modes of transport.

2.4 Further Support

In addition to the Travel Plan Co-ordinator you will also need the support of Senior Management, for example they will need to lead by example and help to secure any necessary funding etc.

Focus Groups also help make staff feel like they have been part of the process of producing a Travel Plan and enable them to take ownership. They should be made up of a diverse mix of employees, in terms of backgrounds and current travel habits.
3. Developing your Travel Plan

A Travel Plan won’t be immediately successful in just a few days. It is a dynamic process which grows and develops over time and in accordance with the changing circumstances of your organisation and the surrounding environment. It requires planning and periodic review to ensure its success. Commitment to a Travel Plan can produce results which are very beneficial to your business.

Essex County Council have produced Templates and Guidance Notes for organisations writing Travel Plans. These are available for developments with a single occupier or multi-occupiers, for example, a business or retail park.

Please contact the Sustainable Travel Planning team at travelplanteam@essex.gov.uk or 0345 743 0430 for copies of these documents.
A Travel Plan has a series of components which are key for its development:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>To your organisation's site(s) eg site location, staff and visitor numbers,</td>
</tr>
<tr>
<td></td>
<td>car parking spaces, nature of business etc</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>What you are trying to achieve from your Travel Plan</td>
</tr>
<tr>
<td><strong>Roles, Responsibilities &amp; Resources</strong></td>
<td>Appointment of a Travel Plan Co-ordinator and available budget</td>
</tr>
<tr>
<td><strong>Implementation and Targets</strong></td>
<td>Undertake initial survey and set targets</td>
</tr>
<tr>
<td><strong>Promotion and Marketing</strong></td>
<td>Promote and market the initiatives of the Travel Plan</td>
</tr>
<tr>
<td><strong>Monitoring and Review</strong></td>
<td>Undertake annual surveys for the first 5 years after the implementation of</td>
</tr>
<tr>
<td></td>
<td>the Travel Plan and make changes if required</td>
</tr>
<tr>
<td><strong>Accreditation</strong></td>
<td>Work with ECC to develop Travel Plan and gain Accreditation</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Seek opportunities to share best practice and develop new travel initiatives</td>
</tr>
<tr>
<td><strong>Dissemination</strong></td>
<td>People will want to share in the success of the Travel Plan and will want to</td>
</tr>
<tr>
<td></td>
<td>know what the results are, ie produce a report showing the results from the</td>
</tr>
<tr>
<td></td>
<td>survey</td>
</tr>
<tr>
<td><strong>Reward</strong></td>
<td></td>
</tr>
</tbody>
</table>
As previously mentioned, your Travel Plan will be unique to your site. You should, therefore, make contact with the ECC Sustainable Travel Planning Team at an early stage to discuss your requirements.

3.1 How to present your Travel Plan

It is essential that the target audience is identified when preparing the written material for your Travel Plan and it may be that two separate documents are required – one containing detailed information designed as the day-to-day working document and the other a more concise marketing style document to be issued to all staff. An overall executive summary could also be particularly useful when selling the Travel Plan to management, staff and external organisations.

3.2 Understanding current travel patterns

Before you can start deciding on the measures which will be included in your Travel Plan various surveys should be organised in order to gain an understanding of the existing transport conditions relevant to the site and its surrounding environment plus the amount of travel which will be ‘generated’ by your organisation. To do this you will need to undertake:

3.2.1 A Site Assessment

This provides an overview of the existing transport links serving your site and the facilities available, for example, cycle parking and car parking etc. The Site Assessment is a critical part of your Travel Plan development and it is important that you collect as much information as possible at this stage. It should always be carried out before the staff survey so that the questions you are asking are relevant.

For help with your site assessment, contact a member of the Sustainable Travel Planning Team.
3.2.2 Staff Travel Survey

In order to ascertain current employee travel habits the initial Staff Travel Survey should be carried out within the first three months of occupation. After carrying out the survey you can assess the potential for reducing single car occupancy, eg car share, bus and rail travel, promoting cycling and walking for those who live close by and promoting flexible working practices eg working from home. The Sustainable Travel Planning Team have an online survey system which can be tailored to your individual organisation’s requirements. The survey is then sent out via your organisation’s computer network for staff to complete themselves. Each organisation has different needs and there may be some organisations whereby it is not possible for all staff to have access to computers so it is important to consider supplying paper copies if necessary.

You should aim to carry out your travel surveys at the same time each year, ie spring or autumn, try to avoid Mondays, Fridays, bank and school holidays. It is best to survey people as they enter the workplace or whilst they are sitting at their workstations.

For help with compiling the survey please contact a member of the Sustainable Travel Planning Team, or refer to the example questionnaire found in Appendix C.

3.2.3 Snapshot surveys

A snapshot survey simply asks staff how they got to work on a particular day. Annual snapshot surveys can be carried out during specific events such as National Bike Week (June) or In Town without My Car Day (September) which will enable you to quickly and easily monitor the effectiveness of your Travel Plan. Examples can be provided by the Sustainable Travel Planning Team.

3.2.4 Postcode Mapping

Plotting employee postcodes on a map visually will reveal clusters of staff in particular areas. Therefore it will identify those who could potentially car share or whether they live on a bus or cycle route, thus giving a clear indication of where Travel Plan policies could usefully be directed. Personnel or payroll departments usually have addresses for all staff, which is normally a more comprehensive source than travel survey responses. Mapping is generally done from an anonymous list of postcodes using Geographical Information Systems (GIS) software.

The Sustainable Travel Planning Team offer a postcode plotting service.

Key Fact

Annual Staff Travel Surveys must be undertaken for 5 consecutive years to understand the impact on travel behaviour to the site, ensuring ongoing development of the Travel Plan and provide evidence towards official Accreditation.
3.3 Objectives, targets and indicators

Objectives are the high-level aims of your plan. Objectives will give your plan direction and will provide the focus for your plan.

Targets are the measurable goals which you will need to set in order to assess whether or not you have achieved the objectives of your plan and to validate your Accreditation bid.

Indicators are the elements which we (ECC) will monitor to identify whether your targets have been met and your objectives achieved.

Identification of your objectives will depend upon the particular reason your Travel Plan was developed in the first place, ie if you are experiencing problems with a lack of parking spaces, your objective may be to reduce the demand for parking.

Targets should be **SMART**:
- Specific
- Measurable
- Achievable
- Realistic
- Time-bound

An example of a **SMART** target would be: ‘to reduce car business mileage by 5% within the next twelve months’.

The Sustainable Travel Planning Team will work with you to develop agreeable targets and objectives. Targets should be challenging, yet achievable, with considerations given to location of the site, access to public transport and access to safe cycling and walking routes. Targets for modal shift should be between a 5% and 15% reduction in single car occupancy over a five year period.

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**Key Fact**

A successful Travel Plan can reduce vehicle trips by 15-30%, but even a reduction of 5-10% could have a significant effect on congestion and reduce parking demand!
3.4 Setting targets and Travel Plan Accreditation

Agreed targets between Essex County Council and the organisation will be set which are relevant, measurable and achievable and monitored on an ongoing basis. Following the initial staff survey regular research and annual monitoring must be carried out to see if targets are being met and the assessment of any attitudinal changes that may be occurring.

When setting your targets it might be useful to consider what other organisations with a similar profile to yours have achieved, so that you can benchmark your company against others that have faced the same challenges. If your Travel Plan covers several locations then it may be appropriate to set different targets for each site.

The Travel Plan targets achieved are evidenced by your staff survey or registration data (ie car share database). For more information on this programme email the travelplanteam@essex.gov.uk.

Whilst developing your Travel Plan and considering the targets it is also worth remembering that, a plan containing only marketing and promotion is unlikely to achieve any modal shift. A plan with the above plus car sharing and cycle measures may achieve a 3-5% reduction in drive alone commuting.

- A plan with the above measures plus substantial discounts on public transport plus works buses / additional public transport links will achieve around a 10% reduction.
- The combination of all of the above measures plus disincentives to car use can achieve a larger (15-30%) reduction in drive alone commuting.

As you achieve the targets identified within your Travel Plan, make sure you publicise this to your staff. This will encourage them to continue driving the Travel Plan forward.

Essex County Councils’ Sustainable Travel Planning Team is working with businesses to develop Travel Plans that deliver measurable progression in achieving modal shift. Travel Plans will be reviewed, monitored, and where applicable, accredited with a Bronze, Silver, Gold or Platinum standard award. These awards will reflect the business, or organisations efforts in the promotion and development of their Travel Plan, ensuring that it remains an “active” document. Travel Plans are accredited to the following levels:

<table>
<thead>
<tr>
<th>Level</th>
<th>Survey Response Rate</th>
<th>Number of Travel Plan measures adopted</th>
<th>Number of Travel Plan Targets achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bronze</td>
<td>14-50%</td>
<td>10-15</td>
<td>One</td>
</tr>
<tr>
<td>Silver</td>
<td>18-60%</td>
<td>16-29</td>
<td>Two</td>
</tr>
<tr>
<td>Gold</td>
<td>30-75% or above</td>
<td>30-45</td>
<td>Three</td>
</tr>
<tr>
<td>Platinum</td>
<td>35-95%</td>
<td>45 or more</td>
<td>Four</td>
</tr>
</tbody>
</table>

The survey response rate is measured against the Survey Response Rate Threshold Graph. The number of measures adopted is measured against the Travel Plan Matrix, which can be supplied by the Sustainable Travel Planning Team.
4. Identifying Measures

The key to a successful Travel Plan is to identify which transport alternatives staff and visitors are most likely to use and then try to make these methods more attractive than driving alone.

The Sustainable Travel Planning Team have developed a Travel Plan Matrix of Measures which shows the level of impact each implemented measure has on reducing single car trips. The Matrix can be applied to journeys such as commuting, business travel or travel to events. By including measures from the Matrix within your Travel Plan (which is one of the elements to achieve formal Accreditation), we can help you work towards this.

When choosing your measures always refer to your surveys and audits as this will identify what kind of changes are needed most and what will be appropriate. It is also important to think about how the various measures will interact with each other. A list of measures for your Travel Plan can be found in Appendix A.

4.1 Walking

Walking 10,000 steps a day is recommended to help keep you fit and healthy. Not only is it an excellent way to keep in shape but it is also absolutely free. Walking is most suitable for journeys under two miles and can be combined with other methods, such as public transport to cover longer distances.

**What you can do to encourage staff to walk to work where possible**

- Advertise the health benefits of walking through promotional material
- Provide current information on local pedestrian routes
- Encourage people to walk to and from your site by ensuring that footpaths are direct, well lit, open and pleasant, well maintained and display clear signposting
- Provide an umbrella pool
- Provide shower and changing facilities together with secure clothes lockers
- Consider allowing staff to wear ‘comfortable clothes’ for walking to the office
- Encourage staff to set up a Walking Buddy Scheme.

4.2 Cycling

Cycling is an easy way to introduce physical activity into everyday life, plus it is very convenient and often quicker during peak times. Regular exercise reduces stress and heart disease and can improve the general health of your employees, therefore resulting in reduced sickness levels. Those who live within five miles of the workplace are potential cycle commuters.
Case Study - Cycling

Essex County Council

Essex County Council has over 30 pool bikes available for staff to use for business meetings, commuter trials or personal use, ie trips to the supermarket at lunchtimes. The bikes are based at different locations around the County and vary in style and capability to accommodate the people who use them.

What you can do to increase the number of staff who cycle to work:

• Provide safe, secure, well-lit and covered Sheffield cycle racks
• Form a Bicycle Users Group (BUG) to encourage cycling and organise promotional events
• Provide pool bikes for business and personal use, ie trips to the shops during lunch hours
• Provide shower and changing facilities together with secure clothes lockers (share with walkers)
• Provide interest free loans to purchase bikes and equipment
• Introduce a Cycle to Work tax efficient scheme. For more information on schemes like this visit: www.cyclescheme.co.uk
• Provide cycle business mileage for staff cycling on company business (HMRC guidance is available on the rate payable)
• Provide information on local cycle routes

• Hold a ‘cycle to work’ day to promote cycling and supply a breakfast/refreshments free of charge to those who cycle
• Provide free cycle training to staff
• Negotiate discounts for staff with local cycle outlets for bikes, equipment, maintenance and repair
• Join in with National Cycling events such as Bike Week (June) or Cycle to Work Day (September)
• Hold regular Dr Bike maintenance sessions for employees to get their bikes checked over
• Encourage staff to set up a Bike Buddy Scheme
• Consider allowing staff to wear ‘comfortable clothes for cycling into the office.'
Case Study - Cycling continued...

Essex County Council

- Adult Cycle Training is arranged for ECC employees according to demand - it is not a cycling proficiency test but purely a confidence booster. It covers skills such as bike control, dealing with very narrow roads and being overtaken by large vehicles, plus complicated junctions and roundabouts. Bikeability instructors also "ride on the roads" with trainees, for higher levels of the course, ensuring they experience a full range of modern traffic conditions.

The sessions are taken by a fully qualified instructor to the Department of Transport’s approved National Standards for cycle training.

Visteon Engineering Services Ltd

Visteon have a range of measures in place to encourage employees to cycle to work. The building has been equipped with showers and locker rooms on each floor for people to use to freshen up and change before work. A group of employees have set up a Bicycle User Group (BUG) for people to network with experienced cyclists. The BUG organise events to promote cycling within the organisation both as a form of commuting and as a leisure activity. The BUG also provides support for those who are new to cycling in the form of cycling buddies. Visteon operates a Cycle 2 Work scheme and has a high take up throughout the company. This is a Government scheme which provides substantial savings for employees who purchase a new bike in order to encourage cycling as a means of travelling to work.
4.3 Motorcycling
Using a motorcycle can provide many benefits to both users and businesses including:-

• Flexible door-to-door transport
• Low pollutant and CO2 emissions
• Occupy limited space
• Low running costs
• Save time in travelling
• Flexibility for shift workers
• Improved access and less congestion on site.

Parking for motorcycles should be:-

• Level with a firm base
• Secure with suitable street furniture, security staff and CCTV surveillance
• Storage from the elements is an advantage
• Anchor locks provided
• Accessible and properly marked.

Changing and shower facilities (can be shared with cyclists and walkers) plus storage for helmets and protective clothing should also be provided. For more information visit the British Motorcyclists Federation’s website www.bmf.co.uk.

4.4 Public Transport
Public transport provides a viable alternative to the car for many commuter and business related journeys. Travelling by public transport can also be a more efficient and productive use of employee time, by providing the opportunity to work on the go.

4.4.1 Bus
ECC are dedicated to encouraging the use of bus travel and work closely with bus operators to provide a high quality service.

**What you can do to encourage staff to travel by public transport:**

• Consider selling rail/bus passes at the workplace
• Negotiate with bus companies to provide discounted tickets for staff – (some bus operators offer discounts to employers who set up a Travel Plan)
• Provide information on season tickets and other offers
• Provide interest free annual season ticket loans
• Talk to the operator about arrangements for flexible ticketing options; ideal for part-time staff or occasional users

Did you know?
You can park up to 5 motorcycles in one car parking space!
• Ensure bus stops are situated close by the place of work. It may be possible to relocate a bus stop to a more convenient location - contact Essex Highways

• Provide updated bus routes, timetables and fares – contact the bus operator for individual timetable leaflets. ECC produce an Essex Bus and Train Map and can supply you with these. Information is also available at www.essex.gov.uk/travelsmart

• Provide a subsidised/free works bus – a works bus is any bus, coach or minibus seating nine passengers or more, used to transport employees to and from work

• Promote bus use through participation in national events such as Catch the Bus Week (http://www.catchthebusweek.co.uk).

4.4.2 Park and Ride

Park and Ride services offer a solution for reducing Town Centre congestion. In Essex there are three Park and Ride sites, two in Chelmsford (Sandon and Chelmer Valley) and one in Colchester (off Junction 28 of the A12). All three offer convenient and frequent transport on modern, air conditioned buses, using designated bus lanes into the City and Town Centres, with stops at key locations; at an affordable price. Park and Ride takes the strain and stress out of driving, and trying to park in busy and heavily congested areas.

For further information about the services please visit: www.essex.gov.uk/parkandride

4.4.3 Train

Travelling by train is fast and convenient. Essex is served by good rail links with regular services to and from London. Some areas of West Essex are also served by London Underground Stations.

What you can do to encourage staff to travel by train:

• Provide current information on train routes, timetables and fares

• Keep up to date with rail offers, season tickets

• Keep up to date with Group Travel discounts or flexible ticketing options for business travel

• Provide annual season ticket loans

• Negotiate discounts with rail operators

• Provide a pool of folding bikes to facilitate multi-modal travel

• Promote Bike & Go Schemes which are operated from local Railway Stations.
Case Study - Public Transport

London Stansted Airport - bus travel

The Stansted Airport Travel Plan sets out all the options available to those employees who are working on the Airport so that they have an informed choice of using alternatives to the private car on their journey to work. The Airport currently has 90% of all on-Airport companies signed up to the Travel Plan.

The Airport Commuter Centre is Stansted’s dedicated information service for all Stansted Airport employees which offers travel to work advice, and administers the Airport Travelcard and Car Share scheme.

The Airport Travelcard provides great savings on standard fares and is accepted on all the public transport services to the Airport. In April 2016 the sales figures for these cards was 1700. Unlimited journeys are provided within the current price zones of £54, £67, £95 and £135 per month.

The Airport have introduced a Carnet product, a book of prepaid tickets on a number of local bus services, the 309, 519 and 133. This idea is aimed at the part time worker or employees who use public transport two - three times a week.

Local bus services can provide a real alternative to the car by enhancing accessibility for employees. The 510 service has become the Airport’s first local bus service to operate a 24-hour schedule which provides employees with round the clock access to the Airport, 365 days a year.

Bus services connect to all the major conurbations where employees live and the Employment Strategy is revolved around attracting employees who live along existing public transport corridors. The Bus and Coach Strategy for Stansted provides the framework for bus & coach operators to develop new and existing services so that they meet the requirements for both employees and air passengers, ensuring the first arrival is timed to meet the first shift wave at 4am. Nearly 30% of passengers and 15% of staff use public bus & coach services to travel to the airport.
Colchester Borough Council - bus travel
Staff at Colchester Borough Council are able to take advantage of the following discounts on bus travel:

- A 50% season ticket discount on the Colchester Borough Card inner and outer zones
- A 50% discount on First Essex Bus passes for travel within Colchester and across Essex
- A 50% discount off season ticket prices offered by any Colchester or Suffolk based bus company.

All of these initiatives are funded by both Colchester Borough Council (35%) and the bus companies (15%).

Broomfield Hospital - bus travel
At Mid Essex Hospital Services NHS Trust they offer their staff a 50% discount on quarterly and annual season tickets for travel with First Bus. The Trust provides 25% of the funding with First matching the other 25%. A flexible 12 journey bus ticket has also been introduced to encourage shift workers to use the bus to travel to work. The Trust offers a 20% subsidy for this ticket. Since its introduction, the 12 journey ticket has been very successful. First Bus also visits the Trust on a weekly basis to sell tickets and offer advice on bus services.

The Trust also offers an interest free salary advance for their staff to purchase quarterly and annual bus tickets. These salary advances are now further promoted as one of the services offered through the Trust’s Travel Centre – a centre for Trust staff to offer advice and assistance with individual travel planning choices.

Anglia Ruskin University - Park and Ride
Alongside many other measures, and to further reduce driving to Campus and congestion within Chelmsford City Centre; the route for the Chelmer Valley Park and Ride site at Essex Regiment Way, Chelmsford has its own stop on Campus. Users of the Sandon Park and Ride service are now able to use the same ticket, to travel to the stop on Campus, using the Chelmer Valley buses. This means that students and staff can also use the Sandon Park and Ride service as a direct link to Campus. The Park and Ride also offers a ‘Short Hop’ service priced at just 50p, for those members of staff or students who wish to use this when traveling from the Train Station to Campus.
Colchester Borough Council - bus travel

Staff at Colchester Borough Council are able to take advantage of the following discounts on bus travel:

• A 50% season ticket discount on the Colchester Borough Card inner and outer zones
• A 50% discount on First Essex Bus passes for travel within Colchester and across Essex
• A 50% discount off season ticket prices offered by any Colchester or Suffolk based bus company.

All of these initiatives are funded by both Colchester Borough Council (35%) and the bus companies (15%).

Broomfield Hospital - bus travel

At Mid Essex Hospital Services NHS Trust they offer their staff a 50% discount on quarterly and annual season tickets for travel with First Bus. The Trust provides 25% of the funding with First matching the other 25%. A flexible 12 journey bus ticket has also been introduced to encourage shift workers to use the bus to travel to work. The Trust offers a 20% subsidy for this ticket. Since its introduction, the 12 journey ticket has been very successful. First Bus also visits the Trust on a weekly basis to sell tickets and offer advice on bus services. The Trust also offers an interest free salary advance for their staff to purchase quarterly and annual bus tickets. These salary advances are now further promoted as one of the services offered through the Trust’s Travel Centre – a centre for Trust staff to offer advice and assistance with individual travel planning choices.

Anglia Ruskin University - Park and Ride

Alongside many other measures, and to further reduce driving to Campus and congestion within Chelmsford City Centre; the route for the Chelmer Valley Park and Ride site at Essex Regiment Way, Chelmsford has its own stop on Campus. Users of the Sandon Park and Ride service are now able to use the same ticket, to travel to the stop on Campus, using the Chelmer Valley buses. This means that students and staff can also use the Sandon Park and Ride service as a direct link to Campus. The Park and Ride also offers a ‘Short Hop’ service priced at just 50p, for those members of staff or students who wish to use this when travelling from the Train Station to Campus.

4.5 Travelling by car

If every car commuter used an alternative to the car just one day a week, car usage levels would be reduced to the levels experienced during school holidays, with a noticeable impact on reducing congestion.

4.5.1 Car Sharing

Car sharing should play a fundamental role in your Travel Plan and is a very effective way of reducing peak hour congestion and easing parking problems in your car park. It reduces CO2 emissions as more people are travelling together, meaning less car journeys take place. Car sharing also reduces the need for as many car parking spaces on site, which could instead be replaced with other facilities to help develop your Travel Plan.

Even for organisations based on isolated sites or in rural areas there is usually a large concentration of staff living along the same corridors. Postcode mapping can identify this pattern and show that car sharing is a viable option. In areas where public transport is poor and journeys tend to be extended, car sharing is likely to be the best way to achieve the biggest reduction in car mileage.

Employers are encouraged to actively influence their staff to consider car sharing by marking out a number of the most convenient car parking spaces within close proximity of the workplace and setting up incentives such as coffee mornings, to persuade people to join. Employers should also consider paying the driver of those who share an extra mileage allowance. This provides a good incentive to car share whilst reducing the overall amount of business mileage reimbursement for the company.
Overcoming obstacles to car sharing

Even where routes are shared, there are a number of personal obstacles to car sharing and the school run is a common task that gets in the way. However it has been known for employers to bring together staff who have children at the same or nearby schools. Parents can then meet near one of the schools and share the rest of their journey. Alternatively, if there is enough space in the car they can choose to take turns to do the school run in conjunction with the work run.

Some companies have introduced flexi-time to allow car sharing between staff that were previously contracted to different hours. Other establishments have even succeeded in arranging for people from the same postcode areas to share shifts.

4.5.2 Company Cars

The provision of a company car may act as a significant barrier to some of your Travel Plan measures as it could provide an incentive to some employees to use their car for business and commuting journeys.

In fact your company car policy could be one of the most successful areas for you to look at when developing your Travel Plan. Why not consider providing cash or other benefit alternatives to company cars, eg provision of season tickets or a bicycle and removal of car parking rights for company cars.

4.5.3 Fleet Vehicles

Consider an audit of fleet vehicles to identify opportunities of improving efficiency, scheduling and fuel types, depending upon the nature of the operation. In addition, it may be applicable to provide defensive driver training to promote economical driving techniques and reduce occupational road risk.
4.5.4 Pool Cars

This would require a selection of cars, minibuses and possibly Hybrid (using duel fuel such as electricity and petrol) or electric vehicles which are either purchased or leased to the company to suit your organisation’s needs.

These vehicles can be kept on site or available directly through the leasing company, and then booked by staff for business trips/site visits as and when they are required. This can overcome the problem of staff driving to work just because they must have their car available during the working day.

4.5.5 Taxi Travel

Taxi services are an important element of the Essex Public Transport network, providing a demand responsive service that fills the gaps between regular local bus services and the rail network.

There are lots of benefits of sharing a taxi – you can save money, you don’t have to worry about parking, it helps reduce congestion and if you travel on a road with bus and taxi lanes you can save a lot of time too!

You could negotiate with a local taxi company to see if they will offer a business contract, with reduced rates for your employees. Contact your local Borough, City or District Council for further information.
Case Study - Car Sharing

**Broomfield Hospital**

Broomfield Hospital has implemented a dedicated online Broomfield Hospital Liftshare Scheme which enables staff to easily register their journey and find other staff who are keen to share their commute to work. Staff registered on the scheme enjoy reserved parking in a dedicated car park and members of the scheme also qualify for a guaranteed ride home.

**BAA Stansted**

Stansted Airport has a very successful car share scheme where they have over 2000 members. Their scheme includes dedicated bays, an emergency ride home and discounts to members with a number of different high street stores.

www.stanstedcommuter.co.uk

Where can you find petrol for 69p?

Just car-share to work. Why pay more?
4.6 Business Travel

Business travel should be an integral part of a Travel Plan. Although attending meetings is an important part of an organisation’s work you should also ensure that those meetings are absolutely necessary for people to travel to. A Business Travel Management Programme can help to manage staff travel and is a proven method of reducing an organisation’s travel.

Arrangements for business travel can fundamentally affect how your staff will choose to travel to work. In addition, you may find that current policies are encouraging expenditure to support unnecessary car use, (ie setting high mileage reimbursement rates which are seen as a ‘perk’), money that could be saved for other purposes, including sustainable travel options.

4.6.1 Business Travel Management

These are a few ideas you could consider to reduce the amount of business miles undertaken by car:-

- Reduce the number of company cars provided to employees in the organisation
- Encourage or facilitate car sharing to regular meetings and provide a financial incentive
- Provide regular transport services between sites (where your organisation operates from more than one site)
- Encourage video or tele-conferencing where possible
- Introduce alternative transport allowances, eg providing cycle business mileage. Employers can currently pay up to 20p per mile and 50p per day tax free to those employees who use their own bikes for business
- Introduce a new hierarchy of acceptable modes for business travel (Business Travel Decision Tree), ie walk, cycle, public transport, car sharing or drive alone. Make it easy for staff to use alternative modes by ensuring the relevant and up to date information is always available. An example of a Business Travel Decision Tree can be found in Appendix D.
4.7 Car Park Management

Onsite car parking provision is generally available at most organisations. Costs associated with car parking can be a major drain on company finances, resources and space. Often the substantial maintenance costs of car parking are absorbed somewhere within the facilities management’s budget, however knowledge of parking expenditure can help to evidence that a Travel Plan makes good financial sense and can save your organisation time and money.

**Capital items for surface-level parking include:**
- Land purchase
- Ground works including site levelling, installation of drainage and landscaping
- Surfacing with asphalt plus kerbs and pavements
- Mitigating design measures such as planters or build-outs for plants and trees
- Street furniture such as signs, seats and litter bins
- Security measures including fencing, lighting, CCTV and access barriers.

**Revenue costs include:**
- Cleaning, winter salting and upkeep
- Security staffing of gates, CCTV and patrols
- Lighting bills
- Insurance and business rates
- Maintenance of electrical equipment such as barriers, lights or security cameras.

The availability of a free car parking space is also one of the main aspects which influences people to bring their car to work, however there are ways of introducing stricter car park management.

For instance:
- Reduce the number of car parking spaces – if it is more difficult to park it may deter some people from bringing their car to work
- Introduce a parking permit scheme where car parking spaces are provided for staff on the basis of need, e.g. mobility, business travelling / car sharers. Consider whether those living close by should be entitled to a permit (five mile radius)
- Introduce workplace car park charging, using the revenue to fund other initiatives of the Travel Plan
- Offer financial incentives for those choosing not to park
- Provide a selection of pool cars or bicycles for those travelling on business
- Convert a proportion of your parking spaces to car share bays. Consider starting with 5—10 bays and increase in line with car share demand.
- Introduce disincentives for driving to work such as provision of parking spaces on only some days of the week or not at all to people living within a certain distance of your site.

If you are offering free car parking to those who drive then some consideration should be given to offering other incentives to those who use public transport or cycle, for instance, free annual season tickets or a free bike and accessories.
Case Study - travelling by car

Colchester Borough Council

Car park charges have been in place since August 2005 and are currently £2 per day. Staff generally pay the number of days they think they will drive in per week and then the organisation reconciles every six months, so people only pay for the days they park. Charges are used to pay for other schemes which include: free cycle training, car share scheme, cycle facilities, and supplying power sockets for charging electric bikes. In 2010 a parking review was held to support the Council’s flexible working policy. All staff wanting a parking space were asked to apply for one and they were allocated a space based on criteria; including business travel needs and mobility issues. During the review all staff were made aware of the range of discounted travel options available to them and advice was available from the Travel Plan Administrator.

Anglia Ruskin University

Car parking charges have been in place at the Chelmsford campus for staff and students since 2006 ranging from 70p to £10 depending on the length of stay, parking for less than 30 minutes is free. This was a business decision taken to improve the management and utilisation of the car parks and to encourage a modal shift away from single occupancy car use. Since car parking charges were introduced there has been a significant shift away from lone car drivers and a steady increase of those travelling by bike, bus and train. Since winter 2008/09 a car share scheme for staff and students has been introduced via essexcarshare.com. The scheme is free and is promoted with the key messages of:

- Share travel costs
- Reduce carbon emissions
- Reduce pollution and congestion
- Reduce the stress of driving

The car share scheme has been well received and in 2010 12 car sharing bays were introduced. The bays can be pre-booked up to one month in advance and there must be a minimum of two staff per car.
4.8 Visitors

Most workplaces have visitors, although some have more than others. In many cases the number of trips made by visitors can be more than the number made by employees themselves. Therefore considerations can be made to the following measures:-

- Promoting public transport routes
- Promoting other modes, ie walking or cycling
- Publicising your Travel Plan, as this may encourage your visitors to adopt the same values.

4.9 New starters

Most people are creatures of habit, however when they move house or start a new job they are more inclined to consider another way of getting to and from their destination. An excellent way to encourage potential new staff to think about the way they are going to travel before they have even accepted the job is through the provision of travel information in their recruitment letter and then again within their induction pack once they have started the job.

4.10 Personalised Travel Planning

Personalised journey plans can be provided to employees by your Travel Plan Coordinator. These can include bespoke public transport travel information or walking/cycling routes prepared for individuals to meet their travel requirements. Effective journey planning tools can be found at:

www.traveline.org.uk
www.cyclestreets.net
www.walkit.com

4.11 Deliveries

Encouraging the use of local suppliers and the rationalisation of deliveries could all help to reduce the number of deliveries to your site. Setting timeslots for deliveries can also assist with alleviating congestion in the area during peak times.

4.12 Home delivery for supermarkets

The home delivery service is distinct from an internet shopping service. Customers can still select their produce personally; go through the checkout in the normal way and pay for the goods. The store then arranges delivery at a convenient time slot for the shopper. This means that customers can visit the store by walking, cycling or public transport knowing that delivery of the goods will be taken care of.
4.13 Reducing the need to travel – alternative working practices

4.13.1 Choose a sustainable location
If you choose a site close to a good public transport network it will produce a much more sustainable travel pattern than even the most ambitious Travel Plan on a site in the middle of nowhere.

4.13.2 Local recruitment
Your company could develop a local recruitment strategy for jobs where the skills required are likely to be available locally. Local recruitment has enabled some employers to achieve higher levels of commuting by public transport, walking and cycling. Equally, some companies have found that their Travel Plan measures have made them an attractive employer in the local area.

4.13.3 Video conferencing
Video-conferencing allows business meetings to be conducted by telephone line, with participants and documents viewed on-screen. The introduction of this may help you to reduce your office overheads as well as reducing travel. It should be noted that videoconferencing cannot replace all meetings and generally works best with people who already know each other and feel at ease.

4.13.4 Home working
The introduction of home working might be appropriate for some staff although it must be supported by the provision of essential IT equipment.

4.13.5 Hot desking
Hot-desking involves employees using spare desks of colleagues absent from the workplace, removing the need for them to have their own dedicated office space.

4.13.6 Flexible working
If appropriate, you could consider introducing a flexi-time system where staff are required to undertake ‘core hours’ but have flexibility at each end of the day for the times that they choose to start and finish. This would give staff more opportunities to fit in around public transport timetables and avoids the need for them all to travel during the peak hours, therefore helping to alleviate congestion.

4.13.7 Nine day fortnight
This system allows staff to take one day off a fortnight if they work the required hours in advance.
4.13.8 Satellite office working
For those members of staff who are living a long way away from their place of work, but whose home environment is not a suitable workplace, a better and alternative option may be to use another office closer to home. For those large organisations that have many local branches, facilitating the use of such offices by staff living locally can be cost effective as well as assisting staff.

4.13.9 Provision of on-site facilities
Considerations to provide a range of on-site facilities can be made, as these would reduce the number of journeys staff would need to make before, after and during the working day. It may also reduce the need for them to drive to work at all. These facilities can include childcare, leisure facilities, banks and shops etc. Where these measures are not practical, because of space / cost restrictions, particularly for smaller employers, you could think about joining forces with other local companies.

4.13.10 Area Travel Planning
Companies sharing the same business park are usually close enough to produce shared travel information and Travel Plan marketing materials. Ideally one Travel Plan Coordinator for the entire business park should be employed to work on a shared Travel Plan covering all the establishments on the site, including joint promotional activities. They would also be responsible for organising the annual travel surveys, collecting data and analysing the results.

4.14 Awareness raising, marketing and advertising
Regular marketing and advertising is extremely important to ensure staff awareness of the Travel Plan. These initiatives should include providing leaflets, posters, a travel information board / company intranet and inviting local press to launches / special days etc. Experience has also shown that employees respond well to initiatives that result in personal benefits such as time and cost savings – therefore these should be marketed too.

And don’t forget about your visitors too! Supply them with a leaflet (preferably before their visit), showing the location of the office in relation to the train station and bus routes, together with brief information on the catchment area served. The leaflet should also mention that parking for visitors is extremely limited in order to encourage other modes of travel to the private car, or provide this information on your company website.

The Travel Plan is a dynamic process involving change and it is important that staff do not feel threatened by the plans contained within it. Responding to ideas and asking everyone for their views will help to involve them all and get them on-board. It is important that people realise a Travel Plan is not about banning cars but is a tool to encourage people to use them more wisely and offering better alternatives.

As well as marketing your Travel Plan and promoting the measures contained within, it is also important to publicise your successes, particularly to staff. If they know what has been achieved they are more likely to be motivated to continue. One way of doing this could be through the publication of a regular newsletter detailing progress to date plus short articles on those staff members who are already travelling by other modes.
Case Study - Marketing and Publicity
Anglia Ruskin University

To help with the promotion of their travel plan Anglia Ruskin University has designated webpages for walking, cycling, car sharing and using the train and bus.

The webpages contain detailed information for staff and students on all modes of transport, including discounts secured with local transport providers, walking routes to campus, information on both cycling facilities and safety and security as well the financial assistance in place for staff and students to access these options as easily as possible.

Regular travel promotion events are held, most recently a travel day was held to promote the annual staff and student travel survey as well as to highlight all the initiatives for greener travel. The event had stalls from local transport providers, a pedal powered Scalextrics and car share photo booth.

Other events include regular Dr Bike sessions and seat cover drop; at the start of term every bike shelter is visited and a bike seat cover placed on every bike. Competitions are also run for staff and students to win FITBITS, bikes and restaurant vouchers.

Messages are communicated throughout the year by staff and student newsletters, information kiosks and screens as well as via social media; Facebook, Twitter and Instagram; short vines have also been produced to show videos on how to securely lock your bike.

Anglia Ruskin University also participates in National Walking Month and Bike Week, teaming up with the Sports Department to promote a healthy lifestyle and the benefits of walking and cycling. In these events, promotional items are

4.14.1 Using a range of marketing tools

Vigorous marketing campaigns have shown that strong promotion translates into a greater uptake of sustainable travel. The characteristics of successful Travel Plan marketing are lively presentation, persistence and the use of a variety of marketing tools and techniques. Maximum results can be achieved through electronic/social media, leaflets, posters, displays, give-away freebies or messages on pay slips. The varying formats will also give you the opportunity to reach different groups of people.

Regular marketing and advertising is the most effective way of ensuring staff awareness of your Travel Plan. However, it is not advisable to launch all of your promotional ideas at the same time as a constant drip-feed of information proves to be more successful. Producing the information in this way tends to keep the Travel Plan at the forefront of people’s minds at all times.
Special promotions will be needed for individual initiatives – for example, to launch the car share scheme or a new bus service. Commitment to a long term communication plan is necessary to bring about the cultural change and behaviour shift that your Travel Plan aims for. New campaigns will be needed every so often to refresh and revitalise your Plan.

Further examples and details of the different ways to promote your Travel Plan can be found in the Templates and Guidance Notes documents at Appendix E.

4.143.2 Branding your Travel Plan

You could consider ‘branding’ your Travel Plan by using a slogan as the banner under which you will take it forward. Some organisations arrange a competition amongst staff, awarding a prize for the winning idea. Other ways to build brand recognition are to produce literature with a common theme so that all the leaflets and other material produced are instantly associated with the Travel Plan.

Case Study - Branding your Travel Plan

Essex County Council have designed a suite of banners for each of the different travel modes in order to support promotional activities. The Sustainable Travel Planning Team have also had an ident designed for branding of the Travel Plan, which features on all of the banners together with other publicity materials; including websites.

The purpose of the branding is for residents, employees and schools to have a single recognisable brand for travel planning in Essex.

4.14.4 Maintaining interest in your Travel Plan

It is vital to keep the concept present in people’s minds, as well as keeping your Plan fresh. Below are some basic things you can do to achieve this:-

- Ensure that the initiatives in place actually work
- Details of who to contact for assistance should be made clear
- Keep information current and up to date, ie update notice boards at regular intervals and remove out-of-date information
- Set up a feedback mechanism, eg an electronic mailbox
- Be aware of your organisation’s particular ethos. What works well for one may not be successful in another.
4.15 Maintaining the momentum

4.15.1 Monitoring and Review

Once your Travel Plan is in place you will need to check its progress by the impact of the new measures/policies that have been implemented. Remember that your Travel Plan is a continuous on-going process of monitoring and review, rather than a one-off event. It is a good idea to produce a monitoring plan at an early stage in your Travel Plan development as this will provide an invaluable management tool for the monitoring process and will also ensure that you are collecting all information required to assess whether your targets are being achieved and your objectives met. It will also help you to identify priority initiatives for your Travel Plan.

As part of the ongoing monitoring and review programme it is essential for a staff travel survey to be undertaken every year to assess the progress of the plan. Therefore annual staff travel surveys must be undertaken for five years (after the initial survey) to understand the impact on travel behaviour to the site, ensuring ongoing development with the Sustainable Travel Planning Team at ECC and the relevant District/Borough/City Council. Surveys should be incentivised to encourage a high response rate. Vouchers or an extra half days annual leave will help to increase the volume of responses.

Remember: survey response rates count towards the ECC Travel Plan Accreditation Scheme and the number of responses will reflect the level awarded.

For more information on the Staff Travel Survey and Reporting, refer to the Templates and Guidance Notes documents found in Appendix E.
4.16 Financials

4.16.1 The financial benefits of a Travel Plan

An organisation’s transport costs can be significant, and there is potential within every organisation to reduce them. Some measures which are implemented can be very cheap, whilst still achieving a reduction in transport-related costs. The Travel Plan measures that require greater investment are often attractive when evaluated against the cost savings.

4.16.2 The cost of developing a Travel Plan

A Travel Plan may incur some set up costs in terms of time and money. This will be minimal and should be considered in the context of other cost savings and wider benefits. Some examples of costs related to the development of the Travel Plan could be:-

- Travel surveys and other audits
- Staff time in meetings related to the scheme
- Publicity and marketing
- The initiatives included in the plan, ie installation of cycle lockers / showers, setting up a car share database or providing free cycle training

Conversely, a successful, established, Travel Plan will save money, both for the organisation and employee!

4.16.3 Tax and Travel Plan measures

This issue only applies to Travel Plan benefits received by employees. For non-employees, such as students, customers and visitors, Travel Plan benefits are not an issue. However, it is important to know if the measures in your Travel Plan are tax exempt or not. For more information refer to ‘Booklet 480 Expenses and Benefits’ which has been produced by the Inland Revenue.

4.16.4 Insurance implications

Considerations should be made to the following in terms of insurance and liability issues:-

Car sharing
People involved in a car share scheme should inform their insurance companies that they are car sharing.

Home working
If home working is introduced, you will need to ensure that your insurance covers work equipment not kept in the office. For employees who are using their own equipment for work should check whether such use is covered by their home insurance policy.

Pool bikes
If pool bikes are introduced within your organisation, you will need to ensure that your company’s insurance covers the bikes in case they get lost or stolen.
5. Useful information sources and contacts

5.1 General advice

**Essex County Council Sustainable Travel Planning Team**
Telephone: 0345 743 0430
Email: travelplanteam@essex.gov.uk
Online: [www.essex.gov.uk/sustainabletravel](http://www.essex.gov.uk/sustainabletravel)

**ACT-TravelWise**
A national membership organisation open to private and public sector organisations as well as individuals
Telephone: 020 8144 7366
Email: enquiries@acttravelwise.org
Online: [www.acttravelwise.org](http://www.acttravelwise.org)

**Department for Transport**
For information on Government policy in the area of Travel Plans
Telephone: 0300 330 3000
Online: [www.dft.gov.uk](http://www.dft.gov.uk)

**Energy Saving Trust:**
Telephone: 0300 123 1234
Email: energy-advice@est.org.uk
Online: [www.energysavingtrust.org.uk](http://www.energysavingtrust.org.uk)

**Driving for Work**
Department for Transport funded website on the safety issues surrounding driving for work
Online: [www.drivingforbetterbusiness.com/](http://www.drivingforbetterbusiness.com/)

5.2 Walking

**Public Rights of Way**
Telephone: 0345 603 7631
Email: Highway.Enquiries@essex.gov.uk
Online: [www.essexhighways.org](http://www.essexhighways.org)

**Walk It**
The urban walking route planner
Online: [www.walkit.com](http://www.walkit.com)
### 5.3 Cycling

**Braintree Easy Riders:**
Organise led bike rides in Braintree  
Telephone: 07929 264207  
Email: braintreeeasyriders1@talktalk.net

**Colchester Bike Kitchen:**
A community bicycle workshop held at The Waiting Room in Colchester.  
Email: hello@colchesterbikekitchen.org.uk

**Cycle route leaflets**
Telephone: 0345 603 7631  
Email: cycling@essex.gov.uk  
Online: www.essex.gov.uk/cycling

**Cycle Colchester:**
Promotes and supports cycling within Colchester  
Online: www.cyclecolchester.co.uk

**Hub and Spoke Harlow:**
Community cycling hub, offering servicing, led rides, refurbished bikes to purchase and cycle training  
Telephone: 01279 431 333  
Online: http://www.hubandspokeharlow.co.uk

**Sustrans**
The sustainable transport charity  
Telephone: 0845 113 00 65  
Email: info@sustrans.org.uk  
Online: www.sustrans.org.uk

**Trailnet CIC**
An Essex and London based community interest company dedicated to encouraging and supporting people of all ages and abilities to become more active.  
Online: www.trailnet.org.uk

**Wivenhoe Bike Kitchen**
A community bicycle workshop at ‘The Store’ on the junction of St John’s Rd and The Folly, Wivenhoe, CO7 9DR Opening times: Mondays 7pm to 9pm and Saturdays 2pm to 4pm.  
Online: www.facebook.com/wivenhoebikekitchen

**Cycle Training East**
Telephone: 01376 346848  
Email: enquiries@cycletrainingeast.org.uk  
Online: www.cycletrainingeast.org.uk

**Cycle to Work schemes**
Online: www.cyclescheme.co.uk
Cycling UK (Previously CTC)
The UK’s national cyclists’ organisation
Telephone: 01483 238 301
Email: cycling@cyclinguk.org
Online: www.cyclinguk.org

British Cycling
Online: www.britishcycling.org.uk

5.4 Motorcycling

British Motorcyclists Federation
Online: www.bmf.co.uk

5.5 Public Transport

Travel Information Team, Essex Highways
For supplies of Essex County Council travel publications
Telephone: 0345 603 7631
Email: publictransport@essex.gov.uk
Online: www.essex.gov.uk/publictransport

Infrastructure
For bus stop and passenger shelter enquiries
Telephone: 0345 603 7631
Email: InfrastructureTeam@essexhighways.org
Online: www.essex.gov.uk/publictransport

Essex Traffic Control Centre
Online: http://emerge.essexhighways.org

Traveline
For impartial public transport route and timetable information
Telephone: 0871 200 2233
Online: www.traveline.info

PLUSBUS
Information on the PLUSBUS Scheme
Online: www.plusbus.info

5.5.1 Rail

National Rail Enquiries
For information on all national rail enquiries, train services and fares
Telephone: 03457 484950
Online: www.nationalrail.co.uk
5.5.2 Bus Operators

Arriva the Shires and Essex
Telephone: 0344 800 44 11
Email: customerservices@arriva-shires.com
Online: www.arrivabus.co.uk

Arriva London
Telephone: 0344 800 44 11
Online: www.arrivalondon.com

Arriva Southend
Telephone: 0344 800 44 11
Online: www.arrivabus.co.uk

Beestons Coaches
Telephone: 01473 823243
Online: www.beestons.co.uk

H.C. Chambers & Sons Buses
Telephone: 01206 769778

De Vere Travel
Telephone: 01787 462256
Online: www.deveretravel.com

Docklands Minibuses
Telephone: 0207 193 4899

First Essex Buses
Telephone: 0345 602 0121
Online: https://www.firstgroup.com/essex

Hedingham Omnibuses
Telephone: 01206 769778
Online: www.hedingham.co.uk

Imperial Bus Co. Ltd
Telephone: 0208 597 7368

J.W. Lodge & Son Ltd
Telephone: 01245 231262
Online: www.lodgescoaches.co.uk

C.G. Myall & Sons
Telephone: 01763 243225
Nelsons Independent Bus Services (NIBS)
Telephone: 01268 767870
Online: www.nibsbuses.com

Network Colchester (Now Arriva)
Telephone: 0344 800 4411
Online: www.networkcolchester.co.uk

Regal Busways Ltd
Telephone: 01245 249001
Online: www.regalbusways.co.uk

Richmonds Coaches
Telephone: 01763 848226

Stephensons of Essex
Telephone: 01702 541511
Online: www.stephensonsofessex.com

Town & Country Travel
Telephone: 01375 399388

Transport for London
Telephone: 0343 222 1234
Online: www.tfl.gov.uk

Trusty Bus
Telephone: 01920 877877
Online: www.trustybus.co.uk

TGM Stansted
Telephone: 01992 890225

Viceroy of Essex
Telephone: 01799 508010
Online: www.viceroycoaches.co.uk

Walden Travel
Telephone: 01799 516878
5.6 Car Sharing

Essex County Council's car share scheme

Telephone: 0345 743 0430
Email: travelplanteam@essex.gov.uk
Online: www.essex.gov.uk/travelsmart

5.7 Further Guidance

Tax and Travel Plan Measures, Stephen Potter (2007)
Booklet 480 Expenses and Benefits produced by the Inland Revenue Online: www.hmrc.gov.uk/guidance/480.pdf
Appendix A

Travel Plan Matrix of Measures
<table>
<thead>
<tr>
<th>Travel Plan Measures Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Travel Plan Measures</strong></td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Promotional Strategy</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Travel Plan information literature (e.g. newsletters &amp; leaflets) available online and/or paper based</td>
</tr>
<tr>
<td>2</td>
<td>Travel Plan Website (internal and/or external)</td>
</tr>
<tr>
<td>3</td>
<td>Providing travel advice to staff</td>
</tr>
<tr>
<td>4</td>
<td>Travel Plan display boards (electronic and/or static)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Pedestrian Strategy</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pedestrian Route Maps</td>
</tr>
<tr>
<td>2</td>
<td>Provision of safety equipment (e.g. personal alarms)</td>
</tr>
<tr>
<td>3</td>
<td>Organising walking activities (e.g. lunchtime walks)</td>
</tr>
<tr>
<td>4</td>
<td>Providing Umbrellas for Loan</td>
</tr>
<tr>
<td>5</td>
<td>Promoting Walking as a Healthy Way to Travel</td>
</tr>
<tr>
<td>6</td>
<td>Lobbying for or implementing pedestrian corridor lighting improvements</td>
</tr>
<tr>
<td>7</td>
<td>Improving Pedestrian Routes</td>
</tr>
<tr>
<td>8</td>
<td>Organise walking challenge(s) for teams and/or individuals</td>
</tr>
<tr>
<td>9</td>
<td>Promotion through walking events (e.g. National Walking Month in May)</td>
</tr>
<tr>
<td>10</td>
<td>Dedicated Walking Champion within the organisation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Cycling Strategy</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cycle Route Maps/Cycle Information</td>
</tr>
<tr>
<td>2</td>
<td>Organising cycling activities (e.g. lunchtime bike rides)</td>
</tr>
<tr>
<td>3</td>
<td>Providing Pool Bike or Bike Hire scheme</td>
</tr>
<tr>
<td>4</td>
<td>Provision of bike maintenance sessions (e.g. Dr Bike)</td>
</tr>
<tr>
<td>5</td>
<td>Implementing a Cycle to Work Scheme</td>
</tr>
<tr>
<td>6</td>
<td>Provision and promotion of discounts at local bike shops</td>
</tr>
<tr>
<td>7</td>
<td>Adult Cycle Training</td>
</tr>
<tr>
<td>8</td>
<td>Creation and promotion of a Bicycle User Group (BUG) (could be led by an interest group or Cycling Champion)</td>
</tr>
<tr>
<td>9</td>
<td>Promoting Cycling as a Healthy Way to Travel (e.g. links to websites)</td>
</tr>
<tr>
<td>10</td>
<td>Promotion through Bicycle Events (e.g. Bike week in June)</td>
</tr>
<tr>
<td>11</td>
<td>Provision of safety equipment (e.g. cycle helmets, high vis vests)</td>
</tr>
<tr>
<td>12</td>
<td>Providing Secure, Covered and Well Lit Cycle Parking</td>
</tr>
<tr>
<td>13</td>
<td>Provision and promotion of an Interest free bike loan</td>
</tr>
<tr>
<td>14</td>
<td>Dedicated Cycling Champion within the organisation</td>
</tr>
<tr>
<td>15</td>
<td>Dedicated Motorcycling Champion within the organisation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Public Transport Strategy</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Providing Route Maps and Timetables (electronically or paper copies)</td>
</tr>
<tr>
<td>2</td>
<td>Promote journey planning tools (e.g. traveline)</td>
</tr>
<tr>
<td>3</td>
<td>Providing Public Transport Discounts</td>
</tr>
<tr>
<td>4</td>
<td>Promoting and monitoring Public Transport Discounts</td>
</tr>
<tr>
<td>5</td>
<td>Bus Service Extensions and Improvements (lobbying)</td>
</tr>
<tr>
<td>6</td>
<td>Promotion of public transport services and routes (new and/or existing)</td>
</tr>
<tr>
<td>7</td>
<td>Provision and promotion of Interest free season ticket loans for staff</td>
</tr>
<tr>
<td>8</td>
<td>Providing / Improving Bus Waiting Infrastructure (lobbying)</td>
</tr>
<tr>
<td>9</td>
<td>Selling tickets onsite</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Car Share Strategy</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Developing and managing a Car Share Scheme</td>
</tr>
<tr>
<td>2</td>
<td>Promoting Car Sharing</td>
</tr>
<tr>
<td>3</td>
<td>Dedicated car share bays at workplace</td>
</tr>
<tr>
<td>4</td>
<td>Provision of an Emergency Ride Home Scheme</td>
</tr>
<tr>
<td>5</td>
<td>Promote national events such as Liftshare Week (October)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Vehicle Strategy</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implementation of a robust parking policy</td>
</tr>
<tr>
<td>2</td>
<td>Charging staff to park</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Business Travel</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Development and management of a business travel policy</td>
</tr>
<tr>
<td>2</td>
<td>Payment of business mileage for drivers who car share</td>
</tr>
<tr>
<td>3</td>
<td>Payment of business mileage for those who use their own bicycles</td>
</tr>
<tr>
<td>4</td>
<td>Promoting a taxi budi scheme</td>
</tr>
<tr>
<td>5</td>
<td>Pool cars available for business use</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Environmental Elements</strong></th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Installation of Electric Vehicle Charging Point(s)</td>
</tr>
<tr>
<td>2</td>
<td>Electric vehicles available as part of pool car fleet</td>
</tr>
<tr>
<td>3</td>
<td>Reduction in CO2 emissions through business travel and/or staff commute</td>
</tr>
<tr>
<td>6</td>
<td>Introduction of Driver Efficiency Training</td>
</tr>
</tbody>
</table>

**Key**
- Soft measure
- Hard or infrastructure measure
Appendix B

Sample Car Share Registration Form
# Car Share Registration Form

Please complete the form below. Remember to complete all of the information.

When you have completed the form, please return it to:

<table>
<thead>
<tr>
<th>Date form completed</th>
</tr>
</thead>
</table>

**Personal Details:**

<table>
<thead>
<tr>
<th>Title</th>
<th>Mr</th>
<th>Mrs</th>
<th>Miss</th>
<th>Ms</th>
</tr>
</thead>
<tbody>
<tr>
<td>First name:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surname:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Usually called</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(displayed on site)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender:</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age :</td>
<td>16</td>
<td>17-20</td>
</tr>
<tr>
<td></td>
<td>21-25</td>
<td>26-40</td>
</tr>
<tr>
<td></td>
<td>41-60</td>
<td>60+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Email address</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Home postcode</th>
<th>(used for reference only)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Telephone number</th>
<th>(including STD code)</th>
</tr>
</thead>
</table>

**Journey Details:**

<table>
<thead>
<tr>
<th>Departing from:</th>
<th>Town/Village</th>
<th>(mandatory)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postcode</td>
<td></td>
<td>(if known)</td>
</tr>
<tr>
<td>Via: Town/Village</td>
<td></td>
<td>(mandatory)</td>
</tr>
<tr>
<td>Postcode</td>
<td></td>
<td>(if known)</td>
</tr>
<tr>
<td>Going to:</td>
<td>Town/Village</td>
<td>(mandatory)</td>
</tr>
<tr>
<td>Postcode</td>
<td></td>
<td>(if known)</td>
</tr>
</tbody>
</table>
Helping you create a Business Travel Plan

Time of departure:
(to the nearest 15 mins e.g. 08:45):

Is this a round trip?   Yes □ No □

Time of returns:
(to the nearest 15 mins e.g. 17:45)

Outward □ Return □

How Frequently do you make this journey?
(please tick)

One off
(specify date) □

Daily
(circle day/s below)

Mon □ Tue □ Wed □ Thu □ Fri □ Sat □ Sun □ Varies □

Once a week
(specify days):

Outward □ Return □

Monthly
(specify days):

Outward □ Return □

Are you...?

Looking for a lift □

Offering a lift □

Willing to share the journey □

How many people are looking for a lift?
□

Notes:

Do you hold a valid driving licence?   Yes □ No □

To accept Liftshare’s Terms and Conditions please tick here □

Full copies of these Terms and Conditions are available from your administrator.
Appendix C

Example Travel Survey Questions
Q1: Name:
Q2: Email address
Q3: Home postcode:
Q4: Do you work? Full time ☐ Part time ☐ Weekends only ☐ Other ☐
Q5: Journey Details:
Q5: What is your arrival time at work? Before 08:30am ☐ 8.30am - 9.30am ☐ After 9:30am ☐
Q6: What is your departure time from work? Before 4:30pm ☐ 4:30pm-5:30pm ☐ After 5:30pm ☐
Q7: How long does it take you to travel to and from work? 0-15 minutes ☐ 16-30 minutes ☐ 31-60 minutes ☐
Q8: How do you get to work? Drive Alone ☐ Car Share ☐ Bus ☐
Park & Ride ☐ Rail ☐ Walk ☐ Cycle ☐ Motorcycle/Moped ☐ Other, please specify:

Only answer questions 9 & 10 if you currently drive to work:
Q9: What is your main reason for driving to work?
Car essential to perform job ☐ Convenience: ☐ Lunchtime errands ☐ No public ☐
Unaware of alternatives ☐
Q10: Which of the following would encourage you to car share?
Free taxi ride home in an emergency ☐ Help finding car share partners with similar work patterns ☐
Managed database of sharers ☐ Reserved priority free spaces for car sharers ☐
Incentives/rewards for car sharing ☐ Informal face to face meeting with other potential car sharers ☐
Would not car share ☐ Other, please specify:
Q11: Would any of these incentives realistically encourage you to change your mode of your journey to work?
Interest free season ticket loan scheme ☐ Rail / Bus passes sold at workplace ☐
Staff discounts on public transport ☐ More frequent bus service ☐
More direct bus route ☐ Staff car sharing scheme ☐
Flexible working patterns ☐ Free adult cycle training sessions ☐
Discounts at local cycle/walking outlets ☐ Safe, secure and covered cycle racks ☐
Interest free bicycle loan scheme ☐ Showers, changing and locker facilities ☐
Participation in the ‘Cycle to Work’ Scheme ☐ Regular prize draw for those who walk, cycle, car share or use public transport ☐
None of the above ☐

Only answer questions 12 & 13 if you travel by public transport, bike, foot or car share
Q12: Why do you use Public Transport, Walk, Cycle or Motorcycle to work? Please tick all that apply
Cheaper than using a car ☐ Difficulty in parking ☐ Enjoyment ☐ Environmental Concerns ☐
I don’t have a car ☐ More convenient ☐ Most practical ☐ Quicker than driving ☐
To avoid congestion ☐ To avoid the stress of driving ☐
To keep fit ☐ I don’t have a driving licence ☐ Other, please specify:
Q13: If you travel sustainably (by any other mode than driving alone), would you promote the business and personal benefits to other staff members? Yes ☐ No ☐
If you are interested then please put your contact details below
Contact details:

Q14: Business Travel How do you travel on business?
Never go out on business ☐ Own vehicle ☐ Lease car ☐ Bus/Rail/Cycle/Walk/Multi Modal ☐
Q15: Have your say! Do you have any comments to make about your journey to work?
Appendix D

Business Travel Decision Tree
[COMPANY NAME] is committed to reducing the environmental, financial and social impacts from its business travel. This means both looking at ways to reduce miles traveled and also identifying sustainable methods of transport with lower carbon emissions per mile, reduced costs, and improved safety for the employee and those around them.

Employees and line managers should therefore make the following assessments prior to making each business journey, in line with our Sustainable Business Travel Policy.

Would using tele-conferencing facilities make this journey unnecessary? If so, this should always be the first option to avoid all CO2 emissions.

Insert a link to details of company’s policy on tele-conferencing and how to book facilities.

Can the journey be carried out by sustainable transport – rail, bus, tube, walking or bike? These forms of transport are all viable options for journeys between towns. When using buses or trains please plan your journey in advance where possible. Public transport is a safer mode of transport than the car, generally results in lower emissions, and can be more business efficient taking into account, ability to work, congestion delays, etc.

Pool bikes are available for inter-site business trips – [INSERT BOOKING PROCEDURE]

Insert a link to information on sustainable transport and how to book.

Is your business travel greater than 120 miles in one day (combined journeys)? Where an employee needs to travel more than 120 miles in one day you are required to use a short term hire car as an alternative to your own private vehicle. Hire cars provide better value for longer journeys and generally have lower emissions levels than privately owned vehicles.

Car sharing should always be considered when travelling by car.

Insert a link to information about short term lease hire vehicles.

Is there a lease car available for the journey? Please use a lease car if you have one. Remember to organise car sharing (if applicable) in advance of your journey.

Car sharing should always be considered when travelling by car.

Insert a link to more information on applying for a lease car.

[Insert any limits your company has on mileage]

Where none of the above options are viable, authorised private vehicles may be used for journeys under XX miles in one day. Employees may only use their private vehicle for journeys under XX miles providing they are able to demonstrate to their line manager that they have a valid UK driving licence authorising them to drive a vehicle of the category to be used, a current valid certificate of insurance, clearly showing the employee (not necessarily the Policyholder) and vehicle are insured for business use, an up to date MOT certificate and assurances that they are acting reasonably to ensure the vehicle is fit for road use (this may be by production of a service Invoice).

Car sharing should always be considered when travelling by car.

Insert any information about your company’s Driving Standards Code of Practice.
Appendix E

Workplace Travel Plan Templates and Guidance Notes
This information is issued by
Essex County Council, Sustainable Travel Planning Team

You can contact us in the following ways
@ travelplanteam@essex.gov.uk
🌐 www.essex.gov.uk/travelsmart
📞 0345 743 0430

Essex County Council
Sustainable Travel Planning Team, Transportation, Planning and Development
PO Box 11, County Hall
Chelmsford, CM1 1QH

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essex.gov.uk/keepmeposted

Twitter: Essex_CC    Facebook: facebook.com/essexcountycouncil

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Published September 2017