



# **Travel Plans Strategy and Action Plan**

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# **HITRANS Travel Plans Strategy and Action Plan**

## **HITRANS Travel Plans Officer's Report**

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## **Purpose of this Report**

This Report is intended to provide a clear vision of how HITRANS intends to deal with the preparation of travel plans in its area, both as a near-view set of immediate goals and targets (the 'Action Plan'), and with a longer view (the 'Travel Plan Strategy').

Both the Action Plan and the Strategy are related to the Scottish Executive's statements on many issues surrounding sustainable development and the environment, including its policies on climate change, transport of all kinds, and land use planning.

The draft HITRANS Regional Transport Strategy, which is now close to completing all its consultation stages, is also linked in to it. The Report is intended to be submitted to the Executive by 31 December 2006 to comply with travel plan funding grant conditions.

## **Executive Summary**

HITRANS is required to prepare and submit a Travel Planning Strategy and Action Plan to the Scottish Executive for approval by 31 December 2006 as one of the conditions of the Executive funding for travel awareness initiatives for financial years 2006/2007 and 2007/2008.

In order to achieve this, a detailed action plan is required for the organisations in the region who are expected to introduce travel plans for their staff and visitors, together with timescales and step-by-step procedures to be carried out.

The post of Travel Plan Officer for the HITRANS region was created following a grant of funds for the purpose by the Scottish Executive in 2006. Its primary aim is to develop ways in which a reduction of private car use can be secured throughout the region through the more efficient use and management of resources.

The Action Plan details the organisations and businesses which are expected to prepare travel plans during 2007, and describes how this is to be done. The Strategy is directly related to the HITRANS Regional Transport Strategy.

The initial 'target' establishments for this work are required to be the five local authorities in the HITRANS region, and all major Hospitals and Health Centres throughout the Region. These are required to have 100% coverage with effective Travel Plans completed and in operation by April 2008.

Other major employers and/or employment sites should also have Travel Plans in place by the same date, though there is no requirement for 100% coverage of these. In order for the Plans to have a full year of operation to demonstrate their effectiveness, the main target date for preparatory work to be completed is April 2007.



## **Where Travel Plans are heading - the Strategy**

### ***What are Travel Plans?***

A Travel Plan is not a formal or statutory document - it is a general term for a package of measures tailored to the needs of an individual site such as a factory, an office block or a school. It is aimed at promoting more sustainable travel choices and reducing reliance on the car.

Travel Plans are a way to help individuals and organisations make the best use of the resources which are available to them, and reduce the impact of travel on the environment - they also make good business sense. They can cut congestion around a site and save money on business travel. They can help to attract staff to sites which would otherwise be difficult to access. They can also help to make a workforce healthier.

Travel Plans need the full support and co-operation of all the staff at a site, and to achieve this can be a challenge. Much advice on the best and most effective way of carrying out the necessary surveys and distributing information is available from organisations such as the Energy Saving Trust and through ACT and TravelWise.

They can be immensely effective in presenting alternatives to automatic use of the car for commuting and business travel. The main advantages are that they can save substantial amounts of money, both for individuals and for companies; they can improve people's health by encouraging active travel; and they can help relieve the pressures on the environment from pollution and emissions from motor vehicles.

### ***Why are Travel Plans needed?***

The primary purpose of Travel Plans is to find practical ways in which excessive dependence upon the use of single-occupancy private cars for everyday travel can be reduced throughout the Highlands and Islands RTP area. This is required for the following reasons:

- There is increasing concern at both national and international level about the direct connection between excessive use of cars and climate change caused by pollution.
- Whilst convenient for individual users, cars – especially when only occupied by one person – can often be a very inefficient and resource-hungry means of transport.
- Excessive use of cars can compromise the very mobility that makes them attractive in the first place - congestion is generally a cost imposed by car users on each other.
- Many car users have no idea of the social, financial or environmental costs of their driving habits, nor of any of the many ways in which they could reduce these costs.



- Similarly, many employers are unaware of the costs and disadvantages of allowing – or even encouraging – large-scale single-occupancy car use by their employees.
- There is growing public awareness of the health implications of excessive car use – obesity and heart problems among them – through lack of daily physical exercise.
- Children can be particularly at risk of growing up without necessary life skills if they are constantly ferried about in cars and are not allowed to walk or cycle independently.
- Travel Plans can give an opportunity to identify improvements to footpaths, cycleways and public transport which could make these more attractive as alternatives to cars.
- Travel Plans are increasingly likely to be required as a condition of planning consent – this is made clear in the Executive's Planning Advice Note 75 'Planning for Transport'.

It should be stressed that Travel Plans are not in any way 'anti-car' – the real benefits and advantages of cars for individual users are fully recognised, as is the right of people to choose the means of transport which best suits them. In fact, many of the main components of Travel Plans are specifically aimed at improving the lot of car users, such as alleviating car parking problems and congestion delays by reducing the number of cars competing for space.

But it is an inescapable fact of life that all transport comes with costs attached, whether of time and exposure to weather (walking, cycling); convenience and/or accessibility and/or perceived expense (trains/buses); or environmental, congestion, pollution, non-renewable resource consumption and health costs (cars). The main purpose of Travel Plans is to ensure that these costs are fully recognised and, especially, that the resulting transport balance takes the real costs of car use fully into account.

## ***Emissions and Climate Change***

The publication of the Stern Review on Climate Change at the end of October 2006 marked a turning point in the national debate on the link between individual actions and global responsibility. It is now indisputable that 'business as usual' is not an option – everyone must consider limiting the amount of greenhouse gas emissions for which they are responsible.

This does not mean an overnight change of behaviour, but it does involve a change of attitude. Travel plans offer a way everyone's awareness of this issue can be raised and, more importantly, a way in which they can do something positive about it.

The Stern Review was not so much notable for its uncompromising message, as for its source – an economist who was looking at the question strictly from an economist's viewpoint. To that extent, therefore, it is particularly important to note that the messages he gives out could not be clearer (note: all boldening is Stern's):

“climate change presents very serious global risks, and it demands an urgent global response”

“..ignoring climate change will damage economic growth”

“The stocks of greenhouse gases in the atmosphere (including carbon dioxide, methane, nitrous oxides and a number of gases that arise from industrial processes) are rising, as a result of human activity.”

**“Emissions have been, and continue to be, driven by economic growth”**

**“The scientific evidence points to increasing risks of serious, irreversible impacts from climate change associated with business-as-usual (BAU) paths for emissions.”**

**“Climate change threatens the basic elements of life for people around the world - access to water, food production, health, and use of land and the environment.”**

“... those who produce greenhouse-gas emissions are bringing about climate change, thereby imposing costs on the world and on future generations, but they do not face the full consequences of their actions themselves.”

Stern does not cover specifically travel behaviour in any detail, but a report for the Department for Transport (*“Looking over the horizon – Vision and Backcasting for UK Transport Policy, Bartlett School of Planning UCL / Halcrow Group for the Department for Transport, Horizons Research Programme 2004/2005”*) had this to say:

“...the 60% CO<sub>2</sub> reduction target (in 2030) can be achieved by a strong combination of behavioural change and technological innovation. But it is in **travel behaviour** that the real change must take place, and this can and must be implemented at the earliest possible occasion”.

The increase in the emissions of greenhouse gases must be seen in the context of rising car use, which has far outdistanced the improvement in efficiency of vehicles. The increasing popularity of larger, heavier SUV-type private vehicles with their reduced fuel efficiency has also counteracted the trend towards better use of fuel.

### ***Growth in car use – Driving Licence holders***

A key factor in understanding the growth of car use up to the present is to look at who holds driving licences. It is wrong to assume that ‘everyone’ drives – they don’t. Nevertheless, there have been some big changes in the figures for car drivers over the last thirty years.

For example, around 800,000 more women in Scotland hold licences today than did in 1976 – around two-thirds of the total increase in drivers. This is reflected in the way cars have become an integral part of everyday life for far more people than ever before, and why an increasing number of people would find it difficult or personally disruptive to have to do without them.

Nevertheless, it must not be forgotten that there are still around a million adult Scots who do not drive and they should not be treated as somehow ‘deprived’ or excluded from the benefits of improved travel opportunities. A key factor in Travel Plans therefore is to protect and enhance the travel opportunities for non-drivers as well as encouraging travel behaviour change where this is possible for drivers in the region.

## ***The formal background and the Scottish Executive***

The Scottish Executive has increasingly recognised the need to manage the volume of traffic on the roads, and ensuring that travel plans are produced is one way to approach this. In “Changing our Ways – Scotland’s Climate Change Programme” (*Scottish Executive 2006*), the link was made explicit (emphasis is the Executive’s):

“The promotion and use of Travel Plans can also play an important role in changing how we travel to work, school and leisure places. Travel Plans are site-specific packages of measures aimed at promoting sustainable travel to and from a specific organisation and/or community. **The Executive has a longstanding commitment to Travel Plans** and ... with this in mind **we are making available to the newly created RTPs for the years 2006-07 and 2007-08 ring-fenced funding for the recruitment of dedicated staff and the undertaking of related promotional activities on Travel Plans.**”

“Travel behaviour change can be described as a way of mitigating the negative impact of cars, and encourages, rather than forces, change through personalised journey planning techniques which encourage people to make changes for themselves because they can see the benefits of doing so.”

Similarly, in “Scotland’s Transport Future: Guidance on Regional Transport Strategies” (*Scottish Executive March 2006*), descriptions of other Executive documents also focussed on traffic reduction:

“The Scottish Executive has set a high-level aspirational target to stabilise road traffic (in vehicle kilometres) at 2001 levels by 2021. There is an opportunity for local authorities, as members of RTPs, to use the RTS to take a collective approach to the achievement of road traffic reduction targets. This could mean greater co-operation on incentive measures to promote alternatives (park and ride, cycle facilities etc) and measures to disincentivise private, in particular single-occupancy, car use.”

And in “Choosing Our Future - Scotland's sustainable development strategy”:

“...The challenge is to identify a ... transport system that is compatible with the vision and principles for sustainable development...To achieve this ... we must break the link between economic growth on the one hand and rising traffic levels, greenhouse gas emissions and other forms of environmental damage on the other.”

The “Scottish Climate Change Programme” had this to say about traffic:

“Transport, particularly road transportation, is a key contributor to greenhouse gas emissions, accounting for around 20% of Scottish greenhouse gas emissions in 2003. Significantly, transport is one of the few sectors that has seen a growth in emissions since 1990 as increasing traffic levels have more than offset the impact of policies to improve the fuel economy of vehicles. ... and ... the Executive is considering transport-related climate change targets and indicators.

However, there are still big challenges in trying to square the circle of advocating economic growth whilst wishing to see a reduction of traffic volumes. This has been summed up like this:

“The Road Traffic Reduction (National Targets) Act 1998 placed an onus on Scottish Ministers to set and report to the Scottish Parliament, targets for road traffic reduction or “other targets or measures that they consider to be more appropriate for reducing the adverse impacts of road traffic.” These adverse impacts are listed as (a) emission of gases which contribute to climate change; (b) effects on air quality; (c) effects on health; (d) traffic congestion; (e) effects on land and biodiversity; (f) danger to other road users; and (g) social impacts. ... The Scottish Executive’s Review of Local Transport Strategy and Road Traffic Reduction Act Reports (October 2001) observed that 12 of the 32 authorities did not set any targets and that “Many authorities have made a direct link between economic growth and traffic growth and therefore see restrictions on traffic growth as impeding economic growth”, and that despite guidance from the Executive seeking consistency in methodologies there has been considerable variation between local authorities in the methodologies and rationales adopted. While the review cites multiple instances of good practice, the bottom line remains the same: road traffic continues to increase.” *Extract from Green Transport Bill Consultation Paper January 2005.*

## ***Travel Plans and the Regional Transport Strategy***

Travel Plans are an important delivery mechanism for many of the aims and objectives of the Regional Transport Strategy, and as such, they will sit alongside the RTS with the aim of making it possible to convert the aspirations expressed in the RTS for greener, more environmentally acceptable means of travel to be linked to practical measures for achieving them.

The Scottish Executive’s ‘Guidance on Regional Transport Strategies’ directly linked Travel Plans to the RTS in the following terms:

“Funding will be made available to regional transport partnerships for posts focusing on Travel Plans: packages of measures aimed at promoting sustainable transport to and at work. As a condition of funding, the development of a detailed Travel Plan strategy for each region is required, to sit beneath the regional transport strategy. The RTS itself should reference Travel Plans in the context of all the 'smart measures' that the RTP intends to use (including marketing and communications, direct intervention such as car-sharing schemes and so on) to promote more sustainable patterns of transport in the region.” (*within Annex D, “Meeting the provisions of the Transport (Scotland) Act 2005” under heading (iii) “to be consistent with the principle of sustainable development and to conserve and enhance the environment”*).

The ‘Guidance’ also made the following references which are of direct relevance to Travel Plans within the context of the RTS:

“The promotion of economic growth is the Scottish Executive's highest priority.....[but] ...this inevitably places a strain on the current level of transport infrastructure and services as demand outstrips supply. This tension is not one that regional transport strategies alone will be able to address. However, RTPs will be able to consider a number of approaches to help ease the problem ... [including] ...encouraging the more efficient use of scarce infrastructure by favouring public transport, cycling and walking and high occupancy of vehicles. RTPs could, through their strategies, explore ways to improve social well-being through ....., improving the attractiveness,

availability and reliability of public transport, cycling, walking and high occupancy vehicle use .... [and] ..... using the policy levers available ..... to discriminate in favour of those users and those journeys that enhance collective as well as individual well-being." (within Annex D, "Meeting the provisions of the Transport (Scotland) Act 2005" under heading (i) "to enhance social and economic well-being").

"The Scottish Executive also requires health boards to co-operate with local authorities to draw up travel strategies for ensuring that NHSScotland facilities are accessible to all by public transport, walking and cycling. This co-operation should be extended to include regional transport partnerships. ... Specific measures in the RTS could include a programme of travel planning for health service locations starting with the largest (where these are not already in place) looking at the needs of patients, visitors and staff. ... As well as improving access, transport strategies should include policies, projects and interventions that improve health, alongside other benefits. This is consistent with the Executive's 5 broad transport objectives which include...[not only]... those linked to reducing the harmful effects of vehicle pollution but also those promoting the positive health benefits of walking and cycling." (within Annex D, "Meeting the provisions of the Transport (Scotland) Act 2005" under heading (vi) "to facilitate access to hospitals, clinics, surgeries and other places where a health service is provided")

The implementation of Travel Plans is a key element in the delivery of the Regional Transport Strategy for HITRANS. In particular, the 'horizontal' Active Travel and Congestion and Urban Issues sections rely for their effectiveness on the ability to deliver the necessary mixture of limiting the use of cars and increasing other more environmentally friendly means of transport.

Although it is not likely that a large number of people would switch modes away from single person car use as a result of the introduction of Travel Plans, the effect of even a small number doing so will be significant. A good general illustration of this effect is the noticeable difference in the volume of traffic and levels of congestion at school holiday times, compared with term times. It is often claimed that the relatively small reduction in traffic volume can reduce the level of congestion by around 40 per cent at these times.

The Key Issues and Options Report on the theme of Active Travel has a number of references to increasing the number of people walking and cycling (in particular), for whom Travel Plans can provide a means of successfully achieving the outcomes described. Examples are:

#### **Active Travel - Key Issues**

"Given the relationship between poor health and social exclusion, and the opportunities to promote health as well as sustainable travel, enabling greater levels of walking and cycling is a key element of the HITRANS strategy."

"Existing barriers to walking and cycling have developed over a long period and it is important that HITRANS works towards long-term changes to overcome those barriers. ... [which] ... include [a] culture which promotes use of the car over walking and cycling as means of getting about. ... [8.9] The car culture has superseded a tendency to walk to local facilities in many areas, particularly on the school journey even where distances are short."

#### **Active Travel - Key Opportunities**

"... Set specific and appropriate targets for active travel across the region."  
"A regional, large scale behaviour change campaign, initially targeted at employees; or alternatively the development of toolkit for local authorities to implement behaviour change campaign at local level."

“Local authorities have School Transport Plan Coordinators, funded by the Scottish Executive. HITRANS has a Travel Plan Officer. All Local Authorities and Health Boards have been instructed to have a Travel Plan in place by end of March 2008.”

#### **Active Travel - Development of Options**

“... possible interventions, projects and policies ... include: ... promote development of active travel particularly in relation to travel to work (including to Council offices) and to school. .... Focus in the programme would be on mode shift to walking for functional journeys of less than 2km and to cycling for less than 5km. ... Travel behaviour change programme, initially targeted at employees / jobseekers; and/or, development of toolkit for local authorities / health boards to implement behaviour change campaigns at local levels. ... Development of bespoke Travel Plan elements to fit the specific nature of the HITRANS regional and local centres. HITRANS support for Local Authorities, Health Sites and businesses to develop Travel Plans that befit their individual problems and issues.”

Although the Active Travel theme was the main one linking the RTS to the strategy for Travel Plans, they also provided a significant element in the ‘Congestion and Urban Issues’ theme. This is because many of the urban issues such as car parking problems and congestion can only be successfully addressed if there is a genuine strategy aimed at reducing the overall number of vehicles on the road at any one time.

References under this heading were as follows:

#### **Congestion and Urban Issues**

“... if the HITRANS Strategy objectives are to be realised, then targeted management of congestion and traffic growth within the largest and fastest growing built-up areas is essential.”

#### **Key Issues**

“Too many journeys, especially short ones, being made by car. Motorised modes of transport have been given priority in the past over alternative travel options. Distances travelled within the urban environment may be small and there is potential to increase mode share of walking and cycling on these local trips. Congestion is a vicious circle; the more congested a network is, the more unreliable public transport will be for example, and the more people who will turn to their cars, thus exacerbating congestion further.”

#### **Key opportunities**

“... emphasise the viability of walking, cycling and public transport for certain trips, as well as highlighting the range of other complementary schemes available such as tele-working, video conferencing and car sharing. “

“The role of HITRANS in considering congestion and urban issues will involve ... greater support to organisations including schools and workplaces wishing to implement travel demand management measures such as travel plans, and greater promotion to ensure organisations understand the benefits of doing so in a Highlands and Islands context. The benefits are often above and beyond the assumed reduction in car commuting.”

#### **Objectives for congestion and urban issues**

“... Reduce car use, especially on short journeys, and increase average car occupancy on all journeys.”

#### **Development of Options**

“Effective interventions ... could include:

##### ***Travel demand management***

- Leading by example through production of HITRANS' own Travel Plan. The Travel Plan's objectives should be closely linked to those of the RTS and clearly show how demand management measures can play a valuable role in the context of the transport issues faced in the Highlands region.
- Increased support for uptake of travel plans in schools, workplaces and other organisations through support from the HITRANS Travel Plan Officer. This should include development and ongoing coordination of a HITRANS Travel Plan Network for Workplaces (including local authorities) engaged in the process of Travel Planning in the region. Also investment in Travel Plan developed site specific interventions.
- Working with local authorities, businesses and schools to encourage greater peak spreading including alterations to school/start finish times and support to organisations to adopt flexible working practices.
- Sharing of best practice with other RTPs and organisations outside Scotland to increase effectiveness of travel demand measures in the region.
- Continue to promote measures to reduce the need to travel (such as video conferencing and home working), and provide other organisations' information about how Information and Communication Technologies can assist in reducing the need to travel."

Most of these would be difficult or impossible to implement without effective Travel Plans being developed.

## **Taking the next steps - the Action Plan**

### ***Who will prepare the Travel Plans?***

As Travel Plans are intended to benefit a very diverse range of people, it is important that awareness of the advantages they offer should be distributed as widely as possible throughout the HITRANS region. This will require that there should be a carefully targeted publicity campaign to promote understanding of the aims of Travel Plans, and to encourage participation in them by as many people and organisations as possible.

Initial contacts aimed at raising awareness of these issues amongst major employers and businesses in the HITRANS region include:

- all five local authorities in the HITRANS region;
- all National Health Service establishments in the region, including Raigmore Hospital, and all major Health Centres and NHS offices;
- Highlands and Islands Enterprise;
- Scottish Natural Heritage offices in the region;
- Major commercial employers such as Lifescan in Inverness;
- Employers' organisations, such as local Round Tables and Chambers of Commerce, and the Scottish Council for Development and Industry;
- University of the Highlands and Islands – all sites throughout the HITRANS region, including Kirkwall and Stornoway.

These are listed in Table 1 below, together with an indication of the stage in the travel planning process which has been reached so far.

Contacts to be established for background information and development of Travel Plans policy will include:

- the School Travel Plan Officers for all local authorities in the HITRANS Region;
- other Regional Travel Plan Officers – NESTRANS, SESTRAN, Tayside and Central, Strathclyde Partnership for Transport, and present or future officers in Western and Shetland RTPs, and also equivalent post-holders in England and Wales who in many cases have considerable experience in this field;
- The Scottish Executive Sustainable Travel team;
- Public transport teams in the five HITRANS authorities;
- all the HITRANS Permanent Advisors;
- National 'green' organisations such as the Energy Saving Trust, Friends of the Earth, Greenpeace, Centre for Alternative Technology (CAT), and others as appropriate;
- 'Green' organisations specifically concerned with transport issues, such as: TravelWise, Association for Commuter Transport, Transport 2000, Environmental Transport Association (ETA), Cycling Scotland, Sustrans, and others as appropriate;
- Car sharing organisations, including Liftshare, A2B Car Club, Shareajourney and others as appropriate;
- Scottish Transport Studies Group;
- Existing commuter transport groups in Scotland such as Dyce TMO.



The seven stages of employer based travel plan development shown in Table 1 are similar to those shown in **Annex A**, and are as follows:

**Stage 1 awareness of TPs and expressions of interest or intent**

For an employer-based Travel Plan to be successful there needs to be support from senior management from the outset. Although HITRANS will be involved from the start, much of the success or otherwise of individual travel plans will depend on the degree of commitment received from this quarter. Someone within the organisation should be appointed to be part of a steering group to help with the promotion and implementation of the Travel Plan.

**Stage 2 preparatory work – initial travel audit for site**

An audit of the site will initially be needed to assess the existing facilities for travel and the needs of both the organisation and the employees. HITRANS will be involved in an advisory capacity at this stage.

**Stage 3 Staff and Visitor Travel Surveys**

A full survey should be carried out to assess travel habits and requirements of staff, and to look at how existing patterns of travel might need to be adapted or changed to improve efficiency. Business trips undertaken by all grades of employees, and the travel patterns of visitors to the site, should be included.

**Stage 4 Set up an Action Plan**

An Action Plan for the organisation needs to be drawn up once the results of the surveys are known and have been evaluated. It will require regular monitoring and review assess whether agreed targets have been met.

**Stage 5 Prepare and apply a Travel Plan**

There is no set formula for travel plans, but some of the headings would be:

- Ethos of the organisation and aims and objectives of the Plan
- Existing travel patterns, home locations of commuter journeys
- Existing issues – e.g. delays, parking problems, poor access
- Existing means of transport, including alternatives to cars
- Initiatives and targets, listed by travel mode, e.g.:
  - **Cycling:** cycle parking, bicycle user groups, pool bikes, changing facilities and showers, financial incentives, mileage allowances, publicity and promotion, tax efficiency.
  - **Public Transport:** timetables and route information, individual travel plans, bus/train operators – positive involvement
  - **Use of private cars:** car sharing, car park management, company cars policy and provision, who pays for fuel.
  - **Reducing the need for Travel** Tele-working, Tele-conferencing, Flexitime/compressed week, on-site facilities, business travel.
  - **Other areas to consider:** Visitors, new recruits, deliveries, motorcycles, footpaths.

Determine who will be responsible for overseeing each initiative.

**Stage 6 Carry out follow-up actions**

Check outcome actions under each heading

Set up timelines for initiatives and targets

**Stage 7 Maintain and review Travel Plans**

Decide frequency and set dates for monitoring reviews

Set up methods to compare outcomes with baseline information.

**Table 1****Targets for Travel Plan preparation during 2007**

Organisation / Body	Stage 1 awareness of TPs and expressions of interest or intent	Stage 2 preparatory work – initial travel audit for site	Stage 3 Staff and Visitor Travel Surveys	Stage 4 Set up an Action Plan	Stage 5 Prepare and apply a Travel Plan	Stage 6 Carry out follow-up actions	Stage 7 Maintain & review Travel Plans
<b>Local Authorities within the HITRANS area</b>							
Argyll and Bute Council <sup>(1)</sup>	✓ □	•					
Comhairle nan Eilean Siar	•						
Highland Council	✓ □	•					
The Moray Council	✓ □	•					
Orkney Islands Council	✓ □	•					
<b>Shetland Islands Regional Transport Partnership</b>							
Shetland Islands Council <sup>(2)</sup>	✓ □	•					
<b>NHS Area Boards within the HITRANS area</b>							
NHS Highland	✓ □	•					
NHS Orkney	•						
NHS Western Isles	•						
NHS Grampian (for Elgin)	✓ □	✓ □	•				
NHS Shetland <sup>(2)</sup>	•						
<b>Other public bodies in HITRANS area</b>							
Highlands and Islands Airports (HIAL) – Inverness	✓ □	•					
Highlands and Islands Airports (HIAL) - other sites	•						
Highlands and Islands Enterprise (HIE) - Inverness	✓ □	•					
Highlands and Islands Enterprise (HIE) - other sites	•						
Scottish Natural Heritage (SNH) Great Glen House	✓ □	✓ □	✓ □	✓ □	✓ □	•	
Scottish Natural Heritage (SNH) other sites	•						
VisitScotland	•						
Communities Scotland	•						
Forestry Commission HQ	•						
UHI and other FE/HE colleges – sites to be identified	•						
RAF sites in Moray	•						
<b>Other significant employers in HITRANS area</b>							
Business Parks / multi-employer locations – sites to be identified	•						
Major retailers and retail parks – sites to be identified	•						
Other major businesses / employment sites / retailers as required – to be identified	•						
<b>Codes:</b>	✓ - action underway or substantially started		• - next action stage to be initiated				

<sup>(1)</sup> Argyll and Bute Council will also be preparing Travel Plans for sites within the SPT area

<sup>(2)</sup> Shetland Islands RTP will be preparing joint Travel Plans with HITRANS for these sites

## **Example of travel planning schedule – Scottish Natural Heritage**

Table 2 shows an example of a fully worked through schedule for applying travel planning to a relatively large organisation, Scottish Natural Heritage, which was prepared when it moved to a new site in Inverness.

It can be seen from this what type of actions are appropriate for each stage, and how they fit together.

The **Key Topics** with their associated **objectives** which are listed in Table 2 are:

### **Car Sharing:**

- Increase modal share of staff using car sharing for Travel To Work

### **Public Transport:**

- Increase modal share of staff using public transport for Travel To Work

### **Walking and Cycling to work and on work travel:**

- Increase modal share of staff walking and cycling for Travel To Work
- Increase modal share of staff walking and cycling for business travel

### **Travel information provision for staff and visitors:**

- Staff have information to make Greener TTW and Business Travel decisions
- Visitors have information to make Greener TTW and Business Travel decisions

### **More efficient pool car travel:**

- Improve LPG use by staff
- Improve LPG provision in Inverness

### **Managing the Travel Plan:**

- Baseline information
- Modal Shift targets
- Audit TTW, business travel and visitor travel

**Table 2**

**Example of a fully worked through Travel Plan schedule  
Scottish Natural Heritage Site, Great Glen House, Inverness**

Key Topic	Objectives	Outcomes	Approval		Lead (Initials)	Input (Initials)	Schedule			Cost £	Achieved?	
			Y/N	Who from			Priority	Start date	End Date		Oct 2006	Mar 2007
Car Sharing	Increase modal share of staff using car sharing for Travel To Work	Provide basic information on car sharing - what it is, benefits to individual and to SNH and to the environment, how it will work in Inverness.	Y	(Initials)	(Initials)	(Initials)	H	Mar 06	Dec 06	0	Y	
		Match staff home locations to potential car-sharers in their area	Y	(Initials)	(Initials)	(Initials)	H	Mar-06	Dec 06	0	Y	
		Provide detailed information and support to set up car share networks.	Y	(Initials)	(Initials)	(Initials)	H	Apl 06	Jun 06	0	Y	
		Establish emergency 'get you home' arrangements - eg approval to use pool car.	Y	(Initials)	(Initials)	(Initials)	M	Jun 06	Aug 06	£100/year	Y	
		Encourage all potential car sharing staff to car share at least once during the first 3 weeks of moving to W/Craigs [incentives? prizes?]	Y	(Initials)	(Initials)	(Initials)	M	Jun 06	Jul 06	0	Y	
		Reserve some parking spaces for car sharers.	Y	(Initials)	(Initials)	(Initials)	H	Dec 06	Feb 07	£1000?	N	
Public Transport	Increase modal share of staff using public transport for Travel To Work	Make Bus and Train timetables into & within Inverness available to all staff - via all formats (hardcopies in reception, maps and displays, links to timetables in Info Pack).	Y	(Initials)	(Initials)	(Initials)	H	Apl 06	Jun 06	0	Partly	
		Make all Inverness staff aware of bus and train ticket options and savings [displays in current offices, Westercraigs; presentations by bus/train companies].	Y	(Initials)	(Initials)	(Initials)	M	Jun 06	Sep 06	0	N	
		Assess benefit and support bus/train season tickets for staff	Y	(Initials)	(Initials)	(Initials)	M	Sep 06	Dec 06	0	Y	
		Encourage all staff to take public transport to work at least once within the first 3 weeks of working at W/Craigs [try to get free/cheap tickets from bus company]	Y	(Initials)	(Initials)	(Initials)	M	Jun 06	Jul 06	0	Y	
Walking and Cycling to work and on work travel	Increase modal share of staff walking and cycling for Travel To Work	Sufficient and appropriate covered cycle parking, changing facilities, showers and storage lockers (sized to suit helmets) are fitted at W/Craigs.	Y	(Initials)	(Initials)	(Initials)	H	2004	Jun 06	cost within WC build	Y	
		Find out how many staff are likely to walk or cycle to work.	Y	(Initials)	(Initials)	(Initials)	H	2005	Mar 06	0	Y	
		Provide cycle and walking routes & maps of Inverness for all staff, showing indicative distances and journey times. [www.transportdirect.info]	Y	(Initials)	(Initials)	(Initials)	H	Mar 06	Jul 06	£200	Y	
		Encourage all staff to walk or cycle to work at least once within the first 3 weeks of working at W/Craigs [incentives? prizes?]	Y	(Initials)	(Initials)	(Initials)	M	Jun 06	Jul 06	0	Y	
		Refresh and remind staff of SNH interest-free loans to buy bikes	Y	(Initials)	(Initials)	(Initials)	L	Sep-06	Nov-06	0	Y	
		All staff are encouraged to use pool bikes (with protective equipment, and Inverness cycle maps) for business travel - both local and via train (folding bike).	Y	(Initials)	(Initials)	(Initials)	L	Ongoing - part of Local Induction Pack (LIP)		0		
		Provide (if feasible) dedicated bike storage at Inverness Railway Station for TTW and work use. [availability? cost? need?]	Y/N	(Initials)	(Initials)	(Initials)	M	Feb 06	Dec 06	?	N	
		Encourage walking and cycling promotion schemes (eg Sustrans Walk In to Work Out, Cycle Friendly Employer)	Y	(Initials)	(Initials)	(Initials)	L	Jan 07	Dec 07	0	N	
	Increase modal share of staff walking and cycling for business travel	Support staff development of self-help support [eg Bicycle Users Groups, bike buddies, bike maintenance, adult cycle proficiency]	Y	(Initials)	(Initials)	(Initials)	L	Sep 06	Ongoing	0	Y	
		Provide walking and cycle routes & maps from Westercraigs to likely partner/common destinations for all staff.	Y	(Initials)	(Initials)	(Initials)	M	Sep 06	Dec 06	£100	N	
Travel information provision for staff and visitors	Staff have information to make Greener TTW and Business Travel decisions	Run introduction session for Inverness staff on Green Travel measures.	Y	(Initials)	(Initials)	(Initials)	H	Mar 06	Mar 06	0	Y	
		All staff are made aware of preferred SNH modes of travel to work [Mgt Notice 0299]	Y	(Initials)	(Initials)	(Initials)	L	Ongoing - part of Local Induction Pack (LIP)		0	Y	
		Standard Local Induction Pack for Inverness includes Green Travel.	Y	(Initials)	(Initials)	(Initials)	H	2005	May 06	0	Partly	
	Visitors have information to make Greener TTW and Business Travel decisions	Staff can do their own Personalised Journey Planning to encourage Greener travel.	Y	(Initials)	(Initials)	all staff	M	Jun 06	Ongoing	0	N	
		Information on travel to Westercraigs is available to visitors - hard copy, foyer signage, intranet, website.	Y	(Initials)	(Initials)	(Initials)	H	Apl 06	Jul 06	0	N	
More efficient pool car travel	Improve LPG use by staff	All Inverness staff actively encourage all visitors to reduce car visits.	Y	(Initials)	(Initials)	(Initials)	M	Jul 06	ongoing	0	N	
		Remind staff to use LPG as default fuel, including new staff and refresher training.	Y	(Initials)	(Initials)	(Initials)	M	Ongoing - part of Local Induction Pack (LIP)		0		
	Achieve 80% LPG use target.	Y	(Initials)	(Initials)	(Initials)	H	Jul 06	Dec 06	save	N		
Improve LPG provision in Inverness	Work with LPG suppliers in Inverness to extend opening hours, so as to improve availability of LPG after 5pm.	Y	(Initials)	(Initials)	(Initials)	M	Sep 06	Dec 06	save	N		
Managing the Travel Plan	Baseline information	All Inverness staff complete a TTW survey, and the data are assessed to provide a baseline of TTW modes and indicative future TTW preferences.	Y	(Initials)	(Initials)	(Initials)	H	Jul 05	as new staff join	0	Y	
	Modal Shift targets	We have indicative targets for modal changes, based on Staff Travel surveys and likely realistically achievable outcomes.	Y	(Initials)	(Initials)	(Initials)	H	2005	Jun 2006	0	Y	
	Audit TTW, business travel and visitor travel	Identify actual against predicted patterns of travel - carry out staff travel surveys	Y	(Initials)	(Initials)	(Initials)	M	Jun 07 Jun 08 Jun 09	Aug 07 Aug 08 Aug 09	0	N	
		Identify patterns of visitor travel (eg by analysis of visitor book entries and/or carry out visitor questionnaires)	Y	(Initials)	(Initials)	(Initials)	M	Jun 07 Jun 08 Jun 09	Aug 07 Aug 08 Aug 09	0	N	
	Identify which improvements are needed to achieve targets	Y	(Initials)	(Initials)	(Initials)	Various	Jun 07 Jun 08 Jun 09	Aug 07 Aug 08 Aug 09	0	N		

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## ***Information and publicity techniques***

Wherever Travel Plans have been successfully applied, a range of publicity techniques has been employed to inform and encourage people to join in with the process. Many of the publicity campaigns have been very effective – the MerseyTravel TravelWise campaign is a particularly good example of the impact such publicity can have.

Initially, a wide range of organisations and public bodies will need to be considered as possible contacts; subsequently, the range of contacts may be expanded further, possibly by leafleting individual households, as well as by publicising the concept of the Plans through newspaper advertising and other media publicity methods.

There are two levels at which publicity can be used – one is at the individual workplace or establishment, where the employer needs to be the primary generator of ideas and information; the other is at the general level, where HITRANS can promote the general concept of travel plans.

HITRANS will also provide assistance to employers with their own publicity and information costs but this will not be on a large scale.

### **Lift Sharing**

One of the most effective ways of improving travel efficiency is by sharing cars. HITRANS has started a pilot scheme in the Caithness area which will provide a web-based sharing service based on the national Liftshare.com database and journey matching service.

See **Annex B** for more information about JourneyShare Caithness,

## ***Timescales for applying Travel Plans***

The sequence of actions for the preparation of Travel Plans will take the following form:

- Build up a database of proposed (or suggested) potential 'owners' of Travel Plans. The first stage of this process is largely complete, and thereafter the database will continue to be maintained and upgraded as required.
- Contact all the potential 'owners', inviting them to express an interest in preparing Travel Plans. This will include plenty of background information designed to attract them to the idea of Travel Plans. Prioritise this list initially by concentrating on Local Authorities and Health Service employers, as required by the Executive. This stage will take about two months initially, but will then become an ongoing process.
- Ensure that all those who have expressed an interest are supplied with the necessary support in the way of information packs, leaflets, technical backup, templates etc.
- Ensure that there is good 'branding' impact and coverage – for example, the opportunity to develop a pilot HITRANS version of the 'Liftshare' website has been taken (see JourneyShare Caithness reference above).

Initially, contact with the organisations and individuals listed in the previous section will provide a range of opportunities to start the process of producing individual Travel Plans, or to bring together existing Plans where work has started but is not yet complete.

The Travel Plans Officer will need to prepare or acquire all the necessary background materials, and supply advice and examples to those starting out, so that they can organise themselves towards the production of their own plans.

There are many ways in which the preparatory work can be done. Presentations at conferences and meetings may be possible, mail shots with leaflets, newspaper advertising, background information distributed through Trade Unions and inserts in pay packets; and press and publicity through press releases, advertisements, other media publicity.

Initial meetings with employers will aim to encourage them to take a careful look at all aspects of their existing transport arrangements, including provision for staff travel for business purposes. Encouraging alternatives to automatic use of the car for such journeys is an important part of rethinking the ways in which transport is provided.

### **Developing the plans**

For the Travel Plans Officer, the main means by which Travel Plans will be prepared and carried out is by facilitating the work of others, whether these are Schools Travel Plans Officers, individual businesses, grouped employment sites, or public or Local Authority employers. The Travel Plans Officer will provide support, encouragement, materials (where appropriate),

technical and administrative backup and 'best practice' information, but will not generally be directly responsible for creating or implementing the individual Travel Plans.

The HITRANS Travel Plans Officer will offer advice and support for employers and others who are preparing a Travel Plan, by:

- Providing a template Employer Travel Audit
- Providing a template Staff Travel Survey
- Assistance in developing an organisation-specific Plan
- Information and contact details of green travel organisations
- case studies of other examples of successful Travel Plans
- Contact and help with meetings with public transport providers
- links to sources of information and postcode-based individual travel plans

## ***Results, outcomes and achievements***

### **Applying and monitoring the plans**

A key action will be to oversee the 'before and after' monitoring of each workplace site. This needs careful design so that the effects of the plan can be accurately monitored. This is important as otherwise no means exists to identify the success or otherwise of the plan process. Again, the Travel Plans Officer will be able to guide and advise on the best ways to do this, very often by supplying templates, best practice guidance, and examples of previous successful schemes from elsewhere.

## Finance and Administration

### ***Scottish Executive funding***

The HITRANS budget set by the Scottish Executive for the preparation and implementation of Travel Plans up to April 2008 is £65000 per year. This includes £5000 for the Shetland Travel Partnership, and £25000 for research, publicity and publications. It is expected that this sum will mainly be taken up during the second year (2007-2008) as it will initially take some time to prepare the necessary schemes for this purpose.

### ***Costs and timing projections***

The present budget lasts until April 2008. Any sums available after this date for the preparation and administration of Travel Plans will be subject to grant from, and approval by, the Scottish Executive.

In round figures, costs have been allocated as follows:

Scottish Executive settlement for Travel Plans in HITRANS region for 2006/2007 and 2007/2008, of which:	£130 000	
- allocated towards Shetland Transport Partnership costs (2006/7 and 2007/8)		£10 000
- Fees, employment costs, expenses (HITRANS)		£70 000
- Costs – publicity, raising awareness, publications, advertising etc		£50 000

### ***Monitoring, reviewing and reporting back***

Implementation of the Strategy will take place during 2007, with the aim of having 100% of local authorities and NHS hospitals and healthcare centres throughout the Region with fully functioning Travel Plans before the end of March 2008. Other organisations and employers will also be included by that date, but coverage of them is not required to be at the same 100% level.

All travel plans will include a continuous monitoring element and it will be a requirement of any assistance that is given that the before and after surveys are done on a strictly comparable basis so that the change in travel patterns over the period can be identified.





## **Annexes and notes**

### **ANNEX A**

## **Typical Stages in Developing an Employer-Based Travel Plan**

### **1. Senior Management Support**

For an Employer Based Travel Plan to be successful there needs to be support from senior managers in the organisation from the outset. This support will need to be gained through the initial approaches outlined in Section 3 of the Report, and although HITRANS will be involved from the start, much of the success or otherwise of individual Plans will depend on the degree of commitment to the concept received from this quarter.

### **2. Company Travel Audit**

An audit of the site will initially be needed to assess the existing facilities for travel and the needs of both the organisation and the employees. HITRANS will be involved in an advisory capacity at this stage.

### **3. Staff and Visitor Travel Survey**

Following the Company Travel Audit, a full survey of all employees at the site should be carried out to assess the individual travel habits and requirements of staff, and to look at how existing patterns of travel might need to be adapted or changed to improve efficiency. This should consider not just journeys to and from work, but also business trips undertaken by all grades of employees, and the travel patterns of visitors to the site.

### **4. Setting up an Action Plan**

An Action Plan for the organisation needs to be drawn up once the results of the surveys are known and have been evaluated. The Action Plan will require regular monitoring and review in order to assess whether targets that have been agreed with HITRANS have been met.

### **5. The Travel Plan Co-ordinator**

Someone within the organisation should be appointed to be part of a steering group to help with the promotion and implementation of the Travel Plan. The HITRANS Travel Plans Officer will offer support and guidance, and will be able to supply templates and 'best practice' examples of surveys which can be adapted to meet the needs of a particular organisation.

### **6. Drafting a Travel Plan.**

A Travel Plan is an individual document for each organisation, and as such there is no set formula for how it should be set out. These headings should be treated as an indicative guide only to what may be included - further advice would be given as the Plan itself is developed:

#### **1. Aims**

- Ethos and vision of the organisation
- General aims and objectives of the Plan and how it will be implemented
- Brief statement of actions and key targets

## 2. Background

- Location
- Type of Site
- Existing travel patterns, including home locations of regular commuting journeys
- Any particular issues and problems – e.g. typical delays, parking problems
- Details of existing means of transport
- Alternative means of transport which exist at present
- Any concentrations of origin addresses

## 3. Actions:

- Who will be responsible for overseeing each initiative?
- List in detail each initiative to be implemented, specific targets and how they will be publicised. This could be divided into Travel Mode sections:
  - **Cycling:** Cycle parking, Bicycle User Groups, Pool Bikes, Changing facilities and Showers, financial incentives, Mileage allowances, Publicity and promotion, tax efficiency.
  - **Public Transport:** Timetables and Route Information, Availability of Individual Travel Plans, Operator involvement and Financial Incentives, possible Route changes
  - **Use of private cars:** Car sharing, Car Park Management, Company Cars policy and provision. Who pays for fuel is significant here.
  - **Reducing the need for Travel** Tele-working, Tele-conferencing, Flexitime, compressed working week, On-site facilities, Business travel.
  - **Other areas to consider:** Visitors, New recruits, Deliveries, Motorcycles, footpaths.

## 4. Evaluation

- Decide frequency and set dates for monitoring reviews
- Timelines for initiatives and targets
- Set up methods to compare outcomes with baseline information.

*Attribution Note: Some of the material for this section is based on documents originally created by the Travel Plan Co-ordinators for Worcestershire and Leicestershire County Councils.*

## **Annex B – JourneyShare Caithness Information Sheet**

### **A – Introducing JourneyShare Caithness**

#### **1. Background information**

JourneyShareCaithness is a website which will offer a journey sharing service throughout Caithness in the north of Scotland from the end of 2006. It is being set up as a joint venture by three partners: HITRANS - the Highlands and Islands Regional Transport Partnership which is funding the site; Liftshare.com – a company specialising in organising web-based journey sharing throughout the UK; and the Caithness Partnership Transport Forum.

The principle of the site is not new – it is an up to date version of the old fashioned community noticeboards with their miscellaneous collections of lift sharing offers and requests. What makes this website so different, though, is the opportunity it gives to match journeys on an unprecedented scale and with far greater speed and accuracy than anything that was possible in the past.

#### **2. Why share journeys?**

Sharing makes financial sense, especially for regular journeys. The saving for a daily commuter who shares a journey instead of driving alone averages over a thousand pounds a year; and even one-off journeys can still put significant savings in the traveller's pocket. And sharing helps the environment - every journey shared saves harmful greenhouse gas emissions to help ease the problems of global climate change.

There can be bigger savings too – for example, in the longer term, journey sharers may be able to dispense with a second car in the family, giving them total savings of thousands of pounds. And you don't need to be a car owner to save – the website will be a 'one-stop-shop' with links to many other transport-related sites to help get any journey sorted.

So, all in all journey sharing makes good economic and environmental sense.

#### **3. How does journey sharing work?**

The first step is to register on the website. This is quick, straightforward and free. Personal information is protected – there is a full privacy policy in place. Preferences such as non-smoking or same-sex shared travel can be chosen. Details of journeys being either offered or sought to share are entered, and the system will then match them with any that are already registered and are compatible with the stated criteria.

The next step is to make contact with the people whose journeys are matched. This is carefully done in a series of stages, with only enough information being initially supplied to confirm the journey details. Home addresses are not given out – contact is by telephone and locations are defined by postcodes.

Once the journeys have been matched and contact made, it only remains to agree on a contribution towards fuel costs (advice about this is given on the website), and away you can go, whether it's to a one-off event, a regular shopping trip, or – most productive of all – the regular journey to and from work.

#### **4. What about people without internet access?**

These people have not been forgotten – there is to be a Call Centre for JourneyShare Caithness which will enable the same information to be given out by phone as can be accessed on the internet. Information about how to set up a shared journey by this means will be distributed when the site itself is launched.

#### **5. When does the service start?**

A launch date has not yet been fixed, but it is likely to be around Christmas 2006. The usefulness of the site will increase as more sharers register, so from the launch date onwards it is likely to improve month by month.

#### **B – A shorter introduction**

Welcome to the JourneyShare site for Caithness, the most northerly corner of mainland Britain. This area has been chosen as a testbed for a lift-giving and travel sharing service which is new to the Highlands and Islands of Scotland, though already well established in some other parts of the UK.

JourneyShare Caithness aims to help solve the problem you face when you've driven fifteen miles to the shops only to bump into your next door neighbour who's already gone there in another car. Now you can find others going your way before you set off, and start saving money (and the planet) straight away by sharing the cost of travel.

And if you share a regular journey to work your savings can easily be over a thousand pounds a year, or even more if your journey is over a longer distance or you can dispense with a second car. And remember that these are not just financial savings – every litre of fuel you save reduces greenhouse gas emissions and helps save the planet for future generations.

And you don't need to be a car owner to save – JourneyShare Caithness will be a 'one-stop-shop' with links to many other transport-related sites to help get any journey sorted.

So – journey sharing makes sense, in every direction!



**Example of the type of web page that the JourneyShare Caithness site will show.**

***Please note that this is a first draft only and does not necessarily represent the wording or the appearance of the finished page.***