

GREATER MANCHESTER TRAVEL PLAN RESOURCE PACK

3a Selecting Initiatives – the Travel Plan Toolkit

A Travel Plan is not meant to be anti-car and should encourage employees to ‘pick and mix’ the way they choose to travel. A change in travel behaviour is not going to occur overnight, but if everyone makes **small** changes this will have a substantial effect over time. Congestion and pollution in and around your site will decrease, and the cost of travel should reduce for both individual staff and the organisation.

The measures that you decide to implement will be determined by the information you have gathered through your staff survey and audit of local transport facilities. Remember, it may only be appropriate for you to introduce a **single** measure such as subsidising public transport or providing better changing facilities for cyclists.

The Travel Plan Toolkit measures fall into two categories: **employee** initiatives and **organisational** initiatives.

Employee initiatives are those that will require staff, visitors or users of the site to change their travel behaviour, whereas **organisational initiatives** are those that require the organisation to review business practices.

Whatever measures/ initiatives you choose to implement, **remember to promote** their introduction to staff, visitors or users of the site.

ORGANISATIONAL INITIATIVES

- Business travel
- Teleworking/flexible working
- Fleet management
- Car park management

EMPLOYEE INITIATIVES

- Walking
- Cycling
- Bus and rail
- Taxi
- Powered two-wheelers
- Travel with others

3b Travel Plans and Walking

“We are all pedestrians, even if we own a car”

“A New Deal for Transport: Better for Everyone”, UK White Paper, DETR (July 1998)

For many people, walking is rarely considered as a travel option, yet it is cheap, healthy, flexible and is a realistic travel choice for short journeys. The scope for encouraging people to walk to work varies widely depending on the workplace location, type of site and characteristics of the workforce.

The main reasons that staff may be resistant to walking are:

- concern for personal safety
- concern for road safety
- lack of personal fitness
- disability or ill health
- weather
- the distance travelled or lack of a direct route
- type of work done by the employee (do they need to carry heavy equipment?)

Health Statistic:

Regular exercise can reduce the risk of heart disease by half.

In order to encourage walking amongst staff, it is important to emphasise the benefits, which include health, reduction in stress, cost and environmental friendliness.

Possible measures that you can consider include:

- working with the local council to ensure that routes from bus stops or rail stations are pedestrian friendly
- making sure the walkways within and around the site are direct, well lit, well signed and pedestrians can use pedestrian friendly crossing points
- providing recommended walking routes to and from the workplace
- providing facilities to store outdoor clothing
- introducing a disincentive to driving, for example excluding staff who live within a 15 minute walk of your site from applying for a car park pass

Best Practice Example:

Stepping Hill Hospital has signposted the route from the local railway station.

Best Practice Example: Wigan Infirmary staff who live within 3km of the site are not eligible for a car park pass.

3c Travel Plans and Cycling

Transport Statistic: Cycling is ideal for shorter journeys. However at present, only 4% of commuter journeys are made by bicycle despite three in ten commuter trips being less than 5km in length.

An increase in the number of employees cycling to work can bring significant benefits including:

- reducing the space required for car parking (one car space can accommodate up to ten cycles)
- reducing commuting costs
- improving fitness and reducing stress levels of staff

Your staff survey can help you understand the number of existing and potential cyclists and what measures you can introduce to encourage cycling.

How can your organisation increase cycling?

An employer can become more cycle friendly and increase the level of cycle use for commuting and short business trips by:

- providing interest-free loans for the purchase of cycles
- providing secure cycle parking facilities in a well-lit, supervised, covered location
- providing changing and shower facilities for cyclists
- liaising with the local authority to improve links between the site and the local cycle network
- producing a cycle map which identifies safe routes to your site
- encouraging regular cyclists to help less confident cyclists who may need accompanying on initial journeys
- setting up a Bicycle User Group (BUG)

Best Practice Example:

Greater Manchester Cycling Campaign is a group set up to support cyclists and their needs by making representations to local authorities and government. It costs £6 to join. .which

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Best Practice Example: Stockport MBC offer staff a £500 cycle loan to purchase a bicycle and other items such as locks and waterproof clothing.

Promoting cycle use for business trips

The bicycle is an efficient mode of travel for short business journeys where travel by car would incur traffic congestion and parking difficulties. Promoting the bicycle for short business trips can reduce travel expense claims and make a good contribution to reducing air pollution on and around the site.

Staff can be encouraged to cycle for short business trips by:

- introducing or increasing allowances paid to cyclists who are making cycle journeys for business
- providing pool bikes for staff to use on journeys between sites or around a large site

Tax and promoting cycling

There is no tax on the following benefits provided by the employer:

- bicycles and cycle safety equipment for employees to travel between home and work
- workplace parking for bicycles

In addition

- employees who use their own cycles for business travel can claim capital allowances on a proportion of the cost of the bicycle
- From April 2002, employers can pay their employees up to 20p per mile tax free for using their own cycles on business travel
- From April 2002, employees will be able to claim tax relief of 20p per mile if their employer provides no payment
- Value Added Tax (VAT) has been removed from the cost of cycle helmets

For further details see **Section 6e: Travel Plans and Income Tax.**

Best Practice Example: Bolton Institute has set up a Bicycle User Group to consider how to improve facilities for cyclists.

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3d Travelling by Bus

OVERVIEW

There are over 60 bus operators in Greater Manchester ranging from smaller companies operating school services to major companies covering large areas. Large improvements have been made in recent years in terms of quality and service – low floor technology, newer buses and greater frequency are now standard on many routes.

Where staff travel patterns are concerned, if there is a proven business case, bus operators can be approached to discuss tailoring the service more closely to the needs of employees. It is only worth approaching the operators if you are a large company. If there are several companies in close proximity to you, it would be advantageous to talk jointly to the bus operators. Each district council also has a dedicated Travel Plan Coordinator who may be able to assist you with negotiations.

FIRST CONTACTS

To obtain an overview of buses operating in the Greater Manchester area contact the Greater Manchester Passenger Transport Executive (GMPTE) Travel Plan Coordinator on 0161 242 6527, or the AGMA Travel Coordinator on 0161 242 6020.

What information does a transport operator need to know from you as an employer?

- number of employees
- clusters of employee residences
- working patterns e.g. 9-5 or shifts
- proposed routes (if possible)
- days that the service will be operated
- budget for the scheme

Some useful contacts (remember that operators will only be able to offer discounted ticketing or discuss service arrangements with large companies):

Simon Bennett, First Manchester, Managing Director (Business Unit – West)
01942 614724

Robert Mason, First Manchester, Managing Director (Business Unit – East)
0161 203 3105

Ray Cossins, Stagecoach Manchester, Business Development Manager,
0161 276 2577

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DEFINITIONS

Commercial services are those which are operated by a bus operator who pays for all the costs associated with running the service, sets the fares and keeps all the revenue raised through the fare box. As these services have to be commercially viable they also tend to be on the more popular routes.

Subsidised services are those that are operated by a bus operator but are supported by a third party, which can be either a private company or the Greater Manchester Passenger Transport Authority. In general the operator takes all the revenue raised through the fare box.

The Passenger Transport Authority is restricted in the level of services it can subsidise because of a limited budget. It must ensure that any services that are subsidised represent best value for the local taxpayer.

TICKETING

Discounts

Some individual bus operators have their own daily, weekly, monthly or annual tickets. If your company is relatively large, or several smaller companies join together, some operators may wish to offer discounts to a larger group of employees. With smaller numbers this would be administratively too time-consuming for the operator. Employers will have to discuss with bus operators how tickets will be administered.

Employers can assist in providing cheaper tickets for their employees by providing further discounts and/or season ticket loans. However, any discount provided by the employer is subject to tax. For further details on Income Tax see **Section 6e**.

It is important to ensure that you offer your employees the right kind of ticket. If you are trying to encourage commuters to use the bus one day per week, a monthly discounted ticket will be of no use!

System 1 Travel Cards and Daysaver tickets

Most bus operators in Greater Manchester participate in the System 1 Travel Cards scheme which also covers the Metrolink network and all scheduled rail services within Greater Manchester. System 1 Travel Cards are available from GMPTE Travelshops at bus stations, post offices and train stations.

Daysaver tickets can be purchased directly from bus drivers, Metrolink ticket machines and at rail station offices.

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TRAVEL INFORMATION

GMPTE (Greater Manchester Passenger Transport Executive)

- **0161 228 7811** - For all local bus, train and Metrolink enquiries in Greater Manchester or visit the GMPTE Web Site at **www.gmppte.com**
- **0161 242 6040** - To ask for public transport timetables (24 hour answerphone)

Timetables

GMPTE produces timetables for all routes operating in Greater Manchester. These include timings, a route description, a route map and further information on contact numbers and ticket sales.

PROVIDING A BUS SERVICE

The benefits to an employer of providing a bus service can include:

- a larger catchment area from which staff can be recruited
- net cost savings from reduced car parking
- easier transfer to new premises

Subsidising a bus service

Some large employers have subsidised bus services in order to provide for the specific needs of their staff, for example to allow those who work early mornings or late evenings to travel by bus. If an organisation is in a position to subsidise a bus service, it should approach the operator directly who will advise on costs and feasibility. Any discounted fares offered to employees as a result of this counts as a taxable benefit. See **Section 6e: Travel Plans and Income Tax**.

Best Practice Example: Wigan and Leigh NHS Trust provide a free shuttle bus for staff travelling between a town centre car park and the main hospital site. The service operates every 15 minutes throughout the day from 6.45 a.m. and 6.30 p.m. and is operated by First Manchester. The Trust also works in partnership with GMPTE and South Lancashire Travel to operate a subsidised bus service between two hospital sites which provides an essential link for patients and staff.

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Re-routing /re-scheduling

Following market research and surveys of employee residence, travel patterns etc, a business case may be established for adding, extending or changing a bus route and/or schedule. The following must be taken into consideration:

- if a bus operator decides to change a route or timing, 6 weeks notice (42 days) is required to register the change
- if new infrastructure such as bus stands or shelters is required, planning permission may need to be obtained from your local planning authority

If you are considering altering a bus route, your local district Travel Plan Coordinator may be able to help you with negotiations. Call the GMPTE Travel Plan Coordinator on 0161 242 6527 for details.

For information on bus stands and shelters contact GMPTE on 0161 242 6960.

Best Practice Example: Manchester Airport PLC, Skyline Quality Bus Partnership. The Skyline branding is a partnership of three bus operators, Trent, Arriva North West and Stagecoach Manchester. The services are high quality, low-floor buses running early to late every 30 minutes to Manchester Airport. The vehicles have the Skyline branding, and there are dedicated drivers.

Best Practice Example: Fulfilment Logistics (Shaw) are working in partnership with First Manchester to provide five bus services which allow staff to arrive at work for the start of a 6 a.m. shift. The service is a high quality, low floor bus and has dedicated drivers. Initially the service is being subsidised by Fulfilment Logistics, but the level of patronage means that the service may soon be able to operate without subsidy.

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3e Travelling by Rail

BACKGROUND AND OVERVIEW OF THE RAIL INDUSTRY

Nationally and locally, the rail industry is undergoing great change. British Rail had the monopoly for the rail business until 1994, but between 1994 and 1997 it was split into 25 individual franchises, (Train Operating Companies or 'TOC's), to run for between 7 and 15 years, and Railtrack who were in charge of the track. In 2001 several of these franchises are in the process of being renewed. Since deregulation and the split into franchises, train operators are legally bound to work together to provide a service to the general public.

There is a complex relationship between the Train Operating Companies, the Government, transport operators and other organisations which comprise 'the Rail Industry' - over 100 companies are involved in total!

Major train companies currently operating through the Greater Manchester area are:

- First North Western – runs most local services
- Arriva Transpennine - Transpennine Express and Calder Valley services
- Virgin Trains – London, and other long distance trains
- Central Trains – some services to Liverpool and the Midlands
- Wales and West – services to South Wales and the West of England

FIRST CONTACTS

To obtain an overview of trains operating within the Greater Manchester area contact the GMPTE Travel Plan Co-ordinator on 0161 242 6527.

STAFF TRAVEL

Where staff travel is concerned, it is not practical to alter a rail schedule to more closely suit the needs of employees, as train services run nationally and a schedule change in Manchester will probably affect the schedule elsewhere in the country.

A larger company can sometimes negotiate ticketing discounts for their employees.

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TICKETING

There are many different types of ticket available for train users, and full information is supplied by National Rail Enquiries. Tickets which will be of particular interest to employees are:

- **Season tickets**

Season tickets are valid for travel between any two points in the Greater Manchester area. Season tickets are valid for seven consecutive days, one month or one year.

- **Traincard**

This is a rail season ticket valid on **all** rail services within the Greater Manchester area, for periods of a week, a month or a year. It can also be used for travel on Metrolink services within the City Zone only.

Weekly £18.50; Monthly £60.00; Annual £582.00

Prices at January 2002

- **Countycard**

System 1 County Bus and Train Saver is for use on **all rail services and most buses** within the Greater Manchester area. It is valid for seven consecutive days, one month or one year. Countycards can also be used for travel on Metrolink services within the City Zone only.

Prices at January 2002: Weekly £21.70; Monthly £68.50; Annual £685.00

Daysaver tickets

These are valid for travel after 0930 onwards and are useful for staff who work shifts or flexi-time. Daysaver tickets come in four forms:

1. Daysaver for rail and bus services within Greater Manchester and Metrolink services within the City Zone only. Price at January 2002: £3.50
2. Daysaver for rail and Metrolink services within Greater Manchester. Price at January 2002: £5.00
3. Daysaver for bus and Metrolink services within Greater Manchester. Price at February 2001: £4.50
4. Daysaver for rail, bus and Metrolink services within Greater Manchester. Price at February 2001: £6.50

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INFORMATION, PROMOTION AND AWARENESS – USEFUL CONTACT NUMBERS

- **08457 48 49 50** is a 24 hour telephone line for national rail enquiries
- Visit the National Rail website at www.nationalrail.co.uk
- **0161 228 7811** - For all local bus, train and Metrolink enquiries in Greater Manchester
- Visit the GMPTE Web Site at www.gmpte.com, which also has a local journey planner to help plan your journey
- Journey Railplanners can be purchased and installed on desk top computers

TIMETABLES

Timetables are updated nationally twice a year. The winter timetable runs from September to May (8 months), and the summer timetable runs from May to September (4 months). The National Rail Timetable and National Rail website include all trains. Single operator timetables can be obtained from railway stations and Greater Manchester Passenger Transport Executive Travelshops.

Best Practice Example: Manchester Airport PLC, in partnership with First North Western trains has introduced 2 types of discounted train tickets for employees, which can be purchased from the Airport Rail Station.

- **Carnet ticket** for ad-hoc travel - booklets of 10 single tickets to be used within one calendar month
- **Season ticket** for daily travel – savings of 20% on monthly, 3 monthly and annual tickets on the Crewe line

3f **Travel Plans and Powered Two- Wheelers**

“Mopeds and motorcycles provide an affordable alternative means of transport where public transport is limited and walking and cycling unrealistic”
Guidance on Full Local Transport Plans, DETR (March 2000)

Motorcycles, scooters and mopeds can provide a more environmentally friendly mode of transport than the car. The benefits for the environment and congestion from motorcycling depend on the size and type of vehicle and the type of transport that the rider has changed from. They tend to consume less fuel, produce fewer emissions and are more space efficient in terms of parking and utilisation of road space.

Best Practice Example: Oldham MBC have a commitment to implement the following measures to promote the use of powered two-wheelers.

- provision of secure, well-lit, lockable and conveniently located parking
- provision of secure storage and shower/changing facilities
- reduced costs for purchase/loans/leasing of scooters/motorcycles less than 500cc

In addition, a new combined motorcycle and essential car user allowance scheme is to be trialled for 12 months from April 2001.

Initiatives to improve safety and security and to promote motorcycle use can include:

- providing dedicated secure parking, which should be covered, well-lit, secure and located close to building entrances
- providing changing rooms, showers and lockers for the storage of equipment
- promoting the journey time, cost saving and environmental benefits
- providing interest free loans to purchase machines
- negotiating discounted rates with suppliers of clothing and machines
- setting up a Motorcycle User Group (see **Section 6b: Establishing User Groups**)

3g Using Taxis and Private Hire Vehicles

The Government White Paper of July 1998 acknowledged that taxis have an important role to play in an integrated public transport system. They are important for those who do not have access to a car and when public transport does not run, for example during the early hours of the morning.

To the user there is little distinction between the terms 'taxi' and 'Private Hire Vehicles' - they are simply a means to an end. Technically taxis are Hackney carriages which users can hail on-street, whereas Private Hire Vehicles are licensed taxis that the user has to pre-book by telephone or walking into an office.

Taxis and private hire vehicles may also provide an alternative to other forms of public transport for certain work journeys. However, managers should consider carefully the costs of taxi/private hire journeys against other forms of public transport. It may be possible to negotiate discounted rates within taxi or private hire firms for business travel.

3h Car Sharing To Reduce Car Journeys

Car sharing is when two or more people travel together for their journey to work by car and share the running and car parking costs associated with that journey.

Employees who live near to each other may be able to share cars for some or all of their journeys to work. The benefits are that it:

- reduces the number of vehicles driving to an organisation or area
- eases parking problems by reducing the number of vehicles requiring a parking space
- demonstrates support for the objectives of a Travel Plan
- is attractive to car drivers because it reduces the cost of travel and does not involve giving up the benefits of car use
- is one of the easiest and most effective Travel Plan measures to implement

HOW DO I IDENTIFY PEOPLE WHO WOULD LIKE TO CAR SHARE?

Your staff travel survey can explore attitudes to car sharing and will highlight people who live close enough to consider it as an option. Applications to join the car share scheme can be circulated to staff in a number of ways including:

- attached to travel survey
- with payslips
- staff newsletter
- company Intranet or e-mail
- details provided in staff induction material
- promotional literature left in communal areas, on notice boards and on the windscreens of cars in the staff car park

Best Practice Example: Manchester City Council sent registration forms to each individual member of staff attached to a consultative copy of the draft Travel Plan.

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The car sharing application form should identify:

- location of workplace and usual hours/days worked
- preferences for car sharing such as non-smoker, sharing with male or female, and whether or not the car sharer is willing to be a passenger/driver/both
- the normal route travelled into work

A sample Car Share Registration Form is included in **Section 6g**.

MATCHING POTENTIAL CAR SHARERS

Car sharers can be matched using a simple spreadsheet or a database. There are a number of specialist software packages, which can be purchased for this purpose, or you may wish to use in-house facilities to develop your own version.

Best Practice Example: Stockport MBC use a simple spreadsheet to match potential car sharers. There is also an Intranet based car share noticeboard where potential car sharers can post and respond to advertisements using email.

Best Practice Example: The Association of Greater Manchester Authorities has produced a car share database (GM Share) which is free to all public sector organisations that want to introduce a car-sharing scheme. For information contact the AGMA Travel Co-ordinator on 0161 242 6020.

Data Protection Act

In order to electronically store the information required to operate a car share scheme you will need to ensure that your organisation is covered by the Data Protection Act. The registration will need to be extended under either Personnel Information or PO12 Ancillary and Support Functions.

For information on extending the Data Protection Register contact the Office of the Data Protection Registrar, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF on 01625 545745.

HOW CAN I ENCOURAGE STAFF TO CAR SHARE?

There are a number of ways in which employers can encourage more car sharing including:

- promoting the benefits of cost savings

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- providing guaranteed parking spaces located in accessible areas, for example close to building entrances, and/ or reduced parking charges for car sharers
- introducing a car share club or holding postcode coffee clubs where potential car sharers can meet with others who live in the same area
- providing and maintaining a register of those willing to share
- offering a guaranteed ride home for staff who are left stranded due to unforeseen circumstances

Guaranteeing a ride home

- This may include a free taxi ride home, company vehicle, matching with another car sharer or refunding the cost of public transport where appropriate
- Employers can provide up to 60 journeys per year for emergency transport home for car sharers without being subject to tax
- The scheme should be monitored to ensure it is not abused, although indications are that this facility is not used very often. AstraZeneca have 2000 employees and spend less than £100 per year on emergency rides home!

THE KEYS TO CAR SHARE SCHEME SUCCESS

- **Flexibility:** It may not be possible for people to share five days a week and so any benefits you provide should apply to those committed to car share at least part of the week
- **People:** The greater the number of people that you have on the car share database the greater the chance that you will be able to match people
- **Promotion:** Publicising the database will encourage more staff to register
- **Security:** Your employees may have reservations about handing out their personal details to strangers – it is important to assure them that you will only give out their name and work contact number to potential sharing partners

In order to increase the number of potential sharers you could consider linking with other employers in your area.

Best Practice Example: Stepping Hill Hospital provides free parking permits and guaranteed parking spaces for car sharers who share twice per week or more. This saves the car sharer £52 per year in car parking fees. They also provide a free taxi ride home in emergencies.

3i Travel Plans and Car Clubs

WHAT IS A 'CAR CLUB'?

A car club is where a car, or a number of cars, is shared by a community of people, for example a neighbourhood of residents or a group of employees. Vehicles are used on a 'pay as you drive' basis which means being able to drive a car without the need to own one.

BACKGROUND TO CAR CLUBS

Car clubs are very popular in Germany, Austria and Switzerland, and have been running for at least 10 years. The Swiss 'Mobility Carsharing' for example, has 25,000 members using 1,000 cars, and there has been a car club for employees at Frankfurt Airport for some years.

Transport Statistic: On average, a car club vehicle replaces 5 - 6 or more privately owned vehicles. Members tend to make more use of public transport, cycling and walking.

WHAT ARE THE BENEFITS OF BEING A MEMBER OF THE CAR CLUB?

- ▲ members would have access to a **car on demand**: "pay as you drive"
- ▲ **cost savings**, as there is no need to personally own or run a car, thus freeing capital tied up in a car
- ▲ members would have the chance to **hire a car for anything** from a short shopping trip to longer periods such as holidays
- ▲ no need to have a **second family car** which spends much of its life depreciating in the garage or on the roadside
- ▲ potential for **access to other car clubs** as they set up across the country and abroad
- ▲ **accessibility** for all who drive - not just those who own a vehicle

WHO MIGHT JOIN A CAR CLUB?

- ▲ People who wish to save the money they currently spend on a car
- ▲ People who do not own a car but wish to have the flexibility of driving one every now and again
- People who own a second vehicle which is not used very often
- People who want to become less car-dependent for health or environmental reasons

Best Practice Example: Manchester Airport PLC has appointed a car rental company to operate their Employee Car Club. Employees register to become members and vehicles are taken from, and returned to, Manchester Airport. Employees are billed on a monthly basis for use of the car.

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HOW DOES A CAR CLUB WORK?

The operation of a car club will depend on who wishes to use it. It could be an arrangement between two or three neighbours, or perhaps be run by a company on behalf of its employees.

However, the general features are that:

- any car rental agreement is between the car rental company and the person who hires the vehicle
- the person phones the car rental company and pre-books the vehicle
- payment can be on a monthly basis

WHO IS ELIGIBLE?

Dependent on the type of car club, joining criteria might vary for example:

- ▲ membership for those over 25 years old
- ▲ possession of a driving licence with 9 points or less on it
- ▲ permanent member of a company workforce

WHAT WILL IT COST?

The cost depends on how it is operated. There is usually a membership fee to join the scheme, and sometimes a monthly fee. For schemes operated by a car rental company, costings can be based on hourly rates, half-day costs, overnight hire, one day costs, multiple day costs, weekly costs or long-term lease. There may be restrictions on mileage.

For neighbourhood schemes, full **fixed** and **variable** costs are calculated for the proposed duration of the scheme, and shared between participants.

Example of costs associated with a Car Club.

Three neighbours decide to share a car, and set up a car club to run initially for one year. One neighbour 'sells' her vehicle to the club, and the other two buy in. Items taken into consideration include:

- Fixed costs - current cost of car; depreciation; road tax; MOT test fee; road rescue service; insurance and garage costs
- Variable costs - mileage; average fuel consumption; fuel price; maintenance

FOR FURTHER INFORMATION:

The Car Club Kit - available from Car Club Publications, PO Box 1237, Coventry CV6 3ZB

Carplus (The Car Club) - 0113 234 9299 or www.carclub.org.uk

3j The Place of Cars in a Travel Plan

Travel Plans are not designed to be anti-car but are meant to encourage car users to think about how they travel. For some people, the car is their only realistic option due to their commitments, but others pick up their car keys purely out of habit. However, it is important to stress the overall objectives of the Plan and the value of reducing the overall number of trips made by car. If each person used an alternative means to the car for just one journey a week, this would reduce car trips by 20%.

When the use of a **car cannot be avoided** the following measures can limit the damage caused by car travel:

- driver efficiency training
- provision of pool vehicles
- encouraging the use of cleaner fuels
- alterations in mileage rates
- use of a Park and Ride scheme
- allocation of essential and non-essential car user allowances

Best Practice Example: Wigan Infirmary have leased spaces at a multi-storey car park in the centre of Wigan and provided a subsidised works bus for staff to travel into work.

PARK AND RIDE SCHEMES

Park and Ride involves the use of car parking spaces remote from your organisation and the completion of a journey by public transport. This can be done using a site designed specifically for Park and Ride, for example at a rail station, or a site leased and operated by the organisation as part of their Travel Plan. Ideally a Park and Ride scheme should:

- be located on a high frequency public transport route
- be easily accessible from the road
- provide a journey time that is comparable with driving straight to the site
- be cheap and easy to use
- not attract travellers already using public transport for their whole journey

For privately operated sites it is possible to purchase contract parking spaces for your site. Your local authority, or the Greater Manchester Passenger Transport Executive should be able to advise you on the location of publicly operated Park and Ride schemes.

POOL VEHICLES

These are vehicles which are owned or leased centrally by an organisation and are available for all staff to use for any journey conducted during the course of their work. The advantage is that staff can have access to a vehicle at work and therefore use alternative transport for their commuter journey.

Best Practice Example: Greater Manchester Transportation Unit has a pool car for use by staff who need to make site visits.

3k Car Park Management Strategy

The management of car parking underpins the process of Travel Plan development.

In order to develop an approach to managing car parking provision, you need to:

- understand existing car parking provision
- determine a policy on car parking provision

EXISTING CAR PARKING PROVISION

You will need to collect information on:

- the number of spaces provided, and the allocation for disabled badge holders, visitors, etc.
- the cost of providing car parking
- who is currently entitled to park
- whether the demand for parking by staff, visitors and other users of the site is greater than the current provision
- whether staff, visitors and users park in surrounding areas and cause a nuisance to your neighbours

CALCULATING THE COST OF CAR PARKING

The cost of car parking is often hidden in the general running costs of an organisation. This cost also varies according to whether you pay for the contract hire of spaces, whether you own the land directly or whether the spaces are part of the building lease. The following should be included when determining the true cost of car parking:

- **maintenance:** includes resurfacing, remarking of bays, landscaping, cleaning, lighting
- **management:** provision of car parking control methods, for example barriers, providing car park permits, security and car park attendants
- **cost of leasing** the land or purchasing contract parking

There is also a value attached to land if you wish to extend your existing premises or sell it for redevelopment purposes.

The Transport Act 2000 provides local authorities with the legal powers to introduce road and user workplace parking charges. If the Greater Manchester local authorities did decide to use these powers, then you may have an additional cost attached to providing car parking for staff.

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DETERMINING A CAR PARK STRATEGY

In order to develop a car parking strategy you will need to understand how car-parking spaces are currently allocated. When developing a car parking strategy the allocation of a space should be prioritised. Criteria that should be considered include:

- developing a hierarchy of users for the site, for example customers taking priority over staff
- providing for mobility impaired people
- identifying who requires a car to conduct company business
- shift workers, particularly those who start work during the early hours of the morning or late evening
- excluding people who can realistically travel by bus, train or tram
- sensible allocation of spaces based on distance between home and the workplace
- those who need the car for other good reasons (e.g. duty of care, etc)

CHARGING FOR CAR PARKING

Staff are likely to oppose the introduction of parking charges however low they may appear, and organisations are reluctant to introduce them.

The benefits of introducing charging are:

- it can raise revenue which can be used to fund other Travel Plan initiatives and hence the company is not just subsidising travel by car
- it can help overcome a major incentive to driving to work

When introducing a charging structure, it is important to take into account the potential impact of parking charges on the surrounding area and their effect on the local community, residents and other businesses.

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If staff perceive that car parking charges are being introduced as a mechanism to fund other business practices, then they will not support the Plan. However the following are ways which can ease the transition:

- Putting all monies raised towards the cost of implementing the Travel Plan
- introducing a daily charge to support the 'pick and mix' theme of a Travel Plan and the concept of choice. If people pay a weekly, monthly or annual fee they are then committed to their car and are less likely to consider other means of transport
- structuring charges to favour part time, low paid staff, or short stay visitors
- phasing in charging so that people have time to adjust to the new system before having to pay
- producing an annual finance report so that staff can identify where measures have been implemented

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31 Managing Business Travel

There is a range of business travel that needs to be considered as part of the Travel Plan:

- travel by employees whilst on company business
- travel by visitors
- deliveries, fleet management and fuels

BUSINESS TRAVEL

One of the main barriers identified by staff for considering alternative means of transport for the journey to work is the requirement for a vehicle to travel to meetings, site visits etc. Reducing the need for staff to bring a car in for business travel will give you more scope to persuade them to consider using alternative means for commuting.

Organisations tend to spend large amounts of money on paying mileage rates for business travel and, as staff can view their mileage claims as supplementing basic pay, there is little incentive for them to consider other ways of travelling. Any measures that involve changes in car user status and payment of mileage allowances will require a review of company policy concerning business travel.

Measures which you could consider to reduce business mileage include:

- reviewing **company car policy**, which includes offering incentives for smaller engine sizes and the opportunity to have cash rather than a vehicle
- **only paying** car mileage where business journeys could not realistically be made by any other means
- encouraging staff **to car share** for meetings
- introducing **pool cars or hire cars**
- encouraging the use of **public transport** by providing easy access to travel information
- reviewing **working practices** to reduce the need to travel
- **restructuring mileage allowances** so that they fall to a level comparable with comparable mileage rates for walking, cycling and public transport

Best Practice Example:

Oldham Council have a policy which favours the use of the bus for business travel to certain destinations which are easily reached by public transport. Staff are unable to claim car mileage to these destinations unless there are exceptional circumstances.

FLEET MANAGEMENT

Some businesses may find that they can make direct savings by re-assessing how fleets of vehicles are used. Measures include:

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- reducing fuel costs and improving safety standards through driver training
- regularly servicing vehicles to minimise fuel consumption
- revising the eligibility for, and type of, company cars allocated. This may only be possible with staff turnover or when new posts are created
- using small, well-maintained pool vehicles
- converting to cleaner fuels such as electric vehicles, Liquid Petroleum Gas (LPG), Compressed Natural Gas (CNG) or dual fuel - there is less fuel duty paid on cleaner fuels
- making company vehicles multi-purpose so that they are used for the transport of both staff and goods between sites
- including pool cycles in the fleet for short business journeys

VISITORS

For some organisations, visitors account for a higher proportion of people travelling to the site than staff, for example to airports, retail outlets and leisure complexes. The ability of these organisations to promote alternative ways of travelling to the car will depend on their location and the nature of the business. The types of measures that could target visitors include:

- **promoting public transport** by locating stations/stops on promotional literature, ticket information and compliment slips
- **providing a public transport link** between the site and station/stop
- **advertising** your commitment to the objectives of the Travel Plan

Best Practice Example: Trafford Centre provides a bus service which links with the Metrolink at Stretford Station and this is detailed in promotional literature and advertising.

3m Changing the Way We Work

Technology has provided organisations with the opportunity to work more flexibly, and new ways of working can provide benefits to both the organisation and staff. Technology supports the objectives of a Travel Plan by reducing the need to use the car for work, therefore reducing the need to use the car to travel to work.

TELE-CONFERENCING

Tele-conferencing involves the use of video and/or audio facilities to allow people to communicate at a distance. The cost of this technology has decreased rapidly over the last few years and so can provide a cost effective alternative to staff driving to meetings. The success of such initiatives depends on how open staff are to innovative ways of working and the level of support by senior management.

TELEWORKING

(Teleworking is) “any form of working which meets the twin criteria of being undertaken at a distance from the conventional workplace, and being made possible by the use of information and communications technologies”

‘Working Anywhere: Exploring Telework for Individuals and Organisations’,
Department of Trade and Industry

The benefits of introducing teleworking to an **organisation** are:

- enhancing the labour pool from which to employ staff, and retaining committed and experienced staff
- saving on work related transport costs, such as business mileage, car parking provision and the need for company cars
- reducing the need to move to larger offices
- reducing office overheads
- providing a more flexible work force and supporting family friendly policies

The benefits of introducing teleworking to **staff** are:

- reducing the need to travel to work saves time - particularly if the journey is long or transport provision poor
- reducing the cost associated with the journey to work
- providing the flexibility to integrate work with personal responsibilities
- greater productivity, for example where work requires quiet concentration with limited interruptions
- ideal for staff who have health problems or mobility impairment and where the journey to work is difficult

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Employment rights and conditions of service

An employer has the same legal obligations to an employee whether they are working remotely or in the office. Some aspects of company procedure may have to be reviewed, for example extending an employer's insurance to cover work equipment not kept in the office.

Health and safety

Employers have a duty to protect the health, safety and welfare of their employees. The main regulations that you need to be aware of are:

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1992
- Electricity at Work Regulations 1989
- Health and Safety (Display Screen Equipment) Regulations 1992
- Provision and Use of Work Equipment Regulations 1992

Expenses

If an employee is paid for expenses incurred at home, the amount should be declared as part of the employer's end of year P11D return. It will also be declarable by the employee which means that tax may be payable.

Travel expenses

Any expenses paid by an employer for the cost of commuting between home and a permanent place of work is subject to tax. However, any expenses paid by the employer for a journey undertaken between home and a temporary workplace are not subject to tax.

Capital Gains Tax and an employees home

If an employee decides to sell their home, it could be liable to Capital Gains Tax. This only applies if part of the house has been used exclusively for employment, trade or business. If the area where teleworking equipment is used is also used for residential purposes then this should not apply.

Data Protection

Depending on the nature of the work, it may be necessary for your organisation to consider the Data Protection Act 1984, which covers the storing of personal data.

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USEFUL INFORMATION: TELEWORKING

Data Protection

Published by the Data Protection Registrar, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF, Telephone 01625 545745.

Website: www.dataprotection.gov.uk

Use of Technology

Published free of charge by the Department of Trade and Industry, Department of Education and Employment, Admail, PO Box 528, London SW1W 8YT, Telephone 0870 1502500.

Web site: www.dti.gov.uk/publications

- Mobile communications and email: a guide for small businesses (URN 01/667)
- Video and data conferencing; a guide for small businesses (URN 01/666)
- Information Security and the Internet (URN 99/713)

Taxation

Inland Revenue Information Centre, Ground Floor, South West Wing. Bush House, Strand, London, WC2B 4RD. Telephone 0207 438 6420.

Web site: www.inlandrevenue.gov.uk/leaflets/

- Employee Travel – A tax and NIC Guide for Employers (para 3.28 – 3.30 gives guidance on travel costs for workers where home is treated as their permanent workplace) (490 2002)
- Tax Relief for Employers Business Travel (IR161)

Health and Safety

Health and Safety Executive, Information Centre, Broad Lane, Sheffield, S3 7HQ, Telephone 0641 545500.

Web site: www.hse.gov.uk

- Homeworking: guidance for employers and employees on Health and Safety
- Working with VDUs

General Information

The following web sites provide useful information:

- www.flexibility.co.uk
- www.hop.co.uk

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3n Travel Plans and Cleaner Fuels

The benefits of changing your existing fuel supply from petrol or diesel to cleaner fuels are that:

- cleaner fuels are more cost effective than petrol or diesel
- vehicles using cleaner fuels require less servicing
- Grants are available from Powershift to assist with the cost of conversions
- cleaner fuels are less damaging to the environment by emitting fewer or no pollutants
- cleaner fuel use can provide positive publicity

When choosing which fuel to use, it is important to consider the needs of your business, how you will use the vehicle, and the availability of fuels/conversions. The cost of providing the infrastructure for refuelling on site can be expensive, although there are grants available through the Powershift programme.

CONVERSIONS

Gaseous fuel engines can be set up to run in one of the following three ways:

- **bi-fuel vehicles** which have two separate fuel systems and can switch between petrol and natural gas at the flick of a switch
- **dual-fuel vehicles** that run on a mixture of two fuels, usually diesel and gas
- **dedicated vehicles** that have a single source of fuel

IMPROVED CONVENTIONAL FUELS/EXHAUST TREATMENTS

Improved varieties of petrol and diesel are now available, including low-benzene petrol and ultra-low sulphur diesel (ULSD). Standard ULSD has been refined to reduce the sulphur content and the cleanest type is called Citydiesel. Combined with a Continuously Regenerating Particulate Trap (CRT), the fuel results in significantly lower emissions of particulates, carbon monoxide and hydrocarbons compared to conventional diesel.

The advantage is that the use of these fuels does not require an engine conversion. The disadvantages of CRTs are that they increase fuel consumption and emissions of Carbon Dioxide. Therefore, CRTs are best used for long, continuous journeys.

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LIQUID PETROLEUM GAS (LPG)

What is it?

LPG is mainly comprised of propane, and is produced as a by-product of oil refining. It becomes a liquid when moderately compressed and hence does not require the same amount of storage space.

Both petrol and diesel engines can be converted to run on LPG, although it is easier and cheaper to convert petrol engines to bi-fuel or dual-fuel.

Advantages and Disadvantages

The **advantages** of LPG compared to petrol and diesel are that:

- it can significantly reduce fuel costs due to the lower fuel duty imposed by the Government
- engines are far quieter
- it reduces emissions

The **disadvantages** of LPG compared to petrol and diesel are that:

- the typical cost of converting a passenger car or light vehicle to run on LPG is around £1,500, although there are grants available to assist the conversion cost
- there are limited refuelling sites, although there is a large rolling programme to increase forecourt provision by the larger garages, including Shell and BP

COMPRESSED NATURAL GAS (CNG)

What is it?

Essentially, it is the same as gas used to power homes which is compressed or cooled to liquefy it.

Most types of vehicle can be built, or converted, to run on natural gas. It is easier and cheaper to convert a vehicle with a petrol engine than one running on diesel. Vehicles can be dedicated, bi-fuel or dual-fuel.

Advantages and Disadvantages

The **advantages** of CNG compared to petrol and diesel are that:

- it is currently the cheapest of all the fossil-based fuels
- engines are far quieter, making these vehicles suitable for overnight deliveries and for noise-sensitive locations
- it reduces emissions

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The **disadvantages** of CNG compared to petrol and diesel are that:

- there are a limited number of public refuelling points for natural gas
- refuelling facilities are expensive to install – some fleet operators have chosen to install depot-based refuelling facilities which are currently around £250,000
- due to the expense of refuelling facilities, it only becomes economically viable where the fleet consists of 15 or more larger vehicles
- it has a limited range of 220 miles, so this fuel is not suitable for long distance journeys

ELECTRIC POWERED VEHICLES

What are they?

Conversion to electric operation involves replacing the conventional fuel system with a battery or a motor. Vehicles can be dedicated or dual fuel. The extra cost of buying an electric car varies from zero to £5,000 (may be reduced by Powershift grant). In many cases, batteries are leased rather than purchased outright at a cost of £60 to £100 a month.

The advantages of electric fuel compared to petrol and diesel are that:

- it costs as little as 1p per mile to run a car on electricity
- vehicles can be fully recharged from any 13-amp socket in around seven hours
- vehicles can be effectively part-charged when they are stopped for shorter breaks, which can significantly increase range
- it produces no emissions and very little noise at the point of operation

The **disadvantages** of electric fuel compared to petrol and diesel are that:

- fast charge facilities are technically feasible but expensive
- it has a limited range of up to 50 miles

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FUEL CELLS

What are they?

Fuel cells convert the energy stored in a fuel directly into electrical energy, rather than burning it first. Fuel cell vehicles can be either dedicated or hybrids. Currently the possibility of using hydrogen, methanol and petrol to power fuel cells is being explored.

The advantages of fuel cells compared to petrol and diesel are that:

- they are not range-limited as are most battery electric vehicles
- they operate most efficiently when fuelled by pure hydrogen and oxygen where the only emission is water

Fuel cell vehicles are not yet commercially available but Powershift funding may be available for innovative demonstration projects. Daimler-Chrysler, Ford and Ballard have developed the New Electric Car (Necar) range of vehicles. This partnership aims to make fuel cell cars commercially available by 2004.

CLEANER FUELS – FURTHER INFORMATION

Powershift:

Telephone: 0845 601 1152

Website: www.est-powershift.org.uk

Natural Gas Vehicle Association:

Telephone: 01579 363803

Website: www.natural-gas-vehicles.co.uk

LPG Association

Telephone: 01425 461612

Website: www.lpga.co.uk

Electric Vehicle Association

Telephone: 01273 304064

Website: www.gwassoc.dircon.co.uk/Evahome.html

30 Travel Plans and Deliveries

A Travel Plan could consider not only the problems of getting employees to work and business travel, but could also address the effects that deliveries have on local traffic and the environment.

Several simple measures can be implemented to ensure that the delivery of goods is as efficient and environmentally sustainable as possible. These include:

- rationalising/centralising deliveries so that fewer trips are made
- encouraging the use of local suppliers in order to reduce the distance that the goods travel
- using suppliers who operate cleaner vehicles and/or have their drivers undertake driving efficiency training
- organising deliveries to be received outside of peak hours to reduce congestion
- managing deliveries made between sites to reduce the number of unnecessary trips, so reducing travel costs
- encouraging the use of e-mail and faxing to exchange information

Best Practice Example: Wigan and Leigh NHS Trust have introduced a Hospital Hopper service between its four main sites. The service operates specially modified vehicles to carry up to ten staff in addition to case notes, specimens and mail. The service operates to a 50 minute timetable throughout the day. Staff are encouraged to arrange meetings around the pick up and delivery times in order to reduce staff travel by private car between the sites. The vehicles will be converted to run on Liquid Petroleum Gas.