

## Workplace Travel Plans

# A Guide for Implementers



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As part of KPMG's goal to be the first professional services in Ireland to be carbon neutral, the organisation is prioritising sustainable travel for employees as part of a Workplace Travel Plan. KPMG's plan offers significant organisational, environmental and community benefits, including more motivated staff, a more accessible site, reduced parking costs, and improved recruitment and retention. KPMG has very low car usage for commuting, ranking low in both offices - just 13% of all Stokes Place staff and just 9% all Harbourmaster staff drive a car alone.

KPMG Travel Plan (2009)

# 1. Introduction to Management

## 1.1 What is a Workplace Travel Plan?

A Workplace Travel Plan is a package of measures aimed at supporting sustainable travel for work-related journeys. It comprises actions to promote walking, cycling, public transport, carsharing, the use of technology instead of travel, and flexible working practices.

## 1.2 Why are Workplace Travel Plans relevant for my Organisation?

Employee travel can often be an invisible cost for an organisation, in terms of both time and money. A Workplace Travel Plan consists of a package of measures which, if implemented, supports more sustainable and cost-effective travel habits among employees, clients and visitors. These plans usually focus on employee commuting, but can extend to business travel, fleet management and freight transport if these are significant activities for an organisation. There are a number of benefits to an organisation implementing a Workplace Travel Plan, as outlined below.

## 1.3 Making the Business Case for a Workplace Travel Plan

There are significant benefits for an employer effectively promoting more sustainable travel, including:

- Reduced costs associated with providing car parking for employees or visitors;
- Reduced business mileage costs;
- Reduced staff downtime spent travelling on business;
- Reduced pressure on parking spaces so they are available to those with most need;
- Enhanced employee wellbeing and teambuilding opportunities;
- Reduced carbon emissions associated with travel;
- Land formerly under parking released for more productive purposes;
- Safer and more fuel-efficient fleet driving;
- Increased accessibility to the employer's site for employees, visitors and suppliers;
- Enhanced corporate image and 'Green' profile;
- Compliance with planning permission conditions;
- Reduced absenteeism; and
- Reduced employer's PRSI payments (through Cycle to Work/ Tax Saver ticket for public transport schemes)



Workplace Travel Plans make business sense, with some of the biggest employers in Ireland, the UK and internationally undertaking them as a core business management strategy. These organisations are market leaders and regularly receive accreditation and awards recognising their achievements in this area, for example; ISO14001, Best Workplaces in Ireland, Green Awards, Chambers Ireland Awards.

Internationally workplace travel plans have been shown to reduce single-occupant car use by 10-24%, with the reduction depending on the extent of the travel plan and site-specific issues.

This reduction in car use can represent significant cost savings to an organisation, in terms of both money and employee time.

While workplace travel plans can include some 'hard' measures (e.g. infrastructure such as cycle parking, cycle lanes, showers or lockers), they are primarily focused on 'softer' measures (e.g. promotion, marketing, events). Many of the actions in workplace travel plans are low-cost, but highly visible, and contribute to a culture of sustainability within the organisation.

*In the **Mater Hospital** in Dublin, sales of Tax Saver commuter tickets for public transport save the hospital an average of €33,000 per annum in Employer's PRSI payments (2011).*

*A **travel plan** can make a strong contribution to achieving targets in your organisation – for example, carbon reductions under the ISO14001 Standard or similar environmental management systems, or other targets relating to Corporate Social Responsibility or Employee Wellbeing*





#### 1.4 Support for Workplace Travel Plans

The adoption of Workplace Travel Plans by employers is a critical element in meeting wider economic, social and environmental objectives for Ireland.

In terms of both national and regional policy, travel demand management and Workplace Travel Plans are key parts of Smarter Travel: A New Transport Policy for Ireland 2009-2020, the National Cycle Policy Framework 2009-2020 and The Draft Greater Dublin Area Transport Strategy 2011-2030. Furthermore the National Spatial Strategy, the National Development Plan and the National Climate Change Strategy 2007-2012 all support Travel Planning.

For business, the reduction of car-based travel can play a crucial role in reducing costs associated with congestion, climate change, air quality and noise.

Neither government nor the workplace can tackle congestion or car-based travel alone, which is why it is important for workplaces to engage in travel planning, supported by Government policy and contributing towards the social, economic and environmental needs of the population.

#### 1.5 Essential Resources for a Successful Plan

The two essential elements required for a successful Workplace Travel Plan are the **support of senior management** and a dedicated person for whom implementation of the plan is a specified part of their role. You can find out more about the type of person suited to this role in Section 3: Voluntary, Part Time or Full-Time Coordinator: What is needed to implement your Organisations Plan?

In the majority of organisations, elements of your Travel Action Plan **will already be underway**, involving personnel from Human Resources, Facilities, Health & Safety, Finance, Communications, Corporate Social Responsibility, Green Teams, or other Departments which are responsible for employee wellbeing, parking management or business travel. Workplace Travel Plans bring this 'Steering Group' together so their actions relating to employee travel are more cohesive and effective. More information on Steering Groups can be found in Section 3.6.

The level of resources required to implement the plan will vary from site to site, but it must be noted that, without the allocation of time and budget resources appropriate to your Action Plan, change in favour of more cost-effective, sustainable and active travel will not happen and the plan will fail.

A sample action plan is given in Appendix 5 – this will give you a guide to the range of actions possible for your site. A Workplace Travel Plan is an on-going process, so those actions that cannot be resourced at present can be re-examined at a future point in time.

Note that even employees working in sites which are very car-dependent are open to and interested in exploring their travel options. This desire to explore change can be linked to health, fitness, cost, stress or time factors, which offers a range of potential opportunities for engagement, whether on a regular or occasional basis.



**Pfizer in Grange Castle** is pleased to be engaging with employees in a meaningful way about something that affects them all – the journey to work. There is significant interest from Pfizer employees in sustainable travel and exploring their options. To date we have improved cycle parking, re-launched our car-sharing scheme and improved commuter shower/ changing facilities on site. We are also reaching beyond our campus and engaging with South Dublin County Council for group cycles, Mobility Week events and other travel-related issues.

**Kathleen Nolan, Business Partner, EHS & Site Services, Pfizer Grange Castle (2011)**

## 1.6 The Process

A guide to the process of implementing a Workplace Travel Plan is below:

<b>Year 1</b>	<ul style="list-style-type: none"> <li>• Sponsor/ Steering Group agrees to promote more sustainable travel as part of a Workplace Travel Plan</li> <li>• Coordinator(s) appointed to implement plan</li> <li>• Coordinator conducts an Employee Travel Survey, Site Audit and Organisational Policy Review</li> <li>• Coordinator outlines an Action Plan to Sponsor / Steering Group based on Employee Travel Survey, Site Audit and Organisational Policy Review</li> <li>• Sponsor/ Steering Group agrees on Action Plan / Timelines / Personnel Responsible/ Resources available</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>• Coordinator / HR/ Facilities / Communications / Corporate Social Responsibility / Green Team / Other Personnel implement actions</li> </ul>
<b>Every 3 months or as required</b>	<ul style="list-style-type: none"> <li>• Coordinator reviews progress of Action Plan with Sponsor / SteeringGroup</li> <li>• Coordinator updates Action Plan and continues implementation</li> </ul>
<b>After each event/ annually/ as required</b>	<ul style="list-style-type: none"> <li>• Maintenance - Coordinator monitors progress (snapshot travel survey &amp; other indicators) &amp; updates Actions</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>• Coordinator &amp; Communications/ Corporate Social Responsibility (CSR) publicise activities and seek accreditation/ honours for work undertaken</li> </ul>

Any organisation or person interested in promoting behavioural change in favour of more sustainable travel will find a wealth of information and ideas in this document, which is designed to take the person(s) charged with implementation of your organisation's workplace travel plan through the process.

This guidance document is based on the experiences of workplace travel planning in some of the largest employers in the State, as part of the Smarter Travel Workplaces programme, and includes a range of sample document and contacts. Organisations promoting more sustainable travel through the Smarter Travel Workplaces programme include the following:



Even if employees leave their cars at home for just one day every week, this represents a 20% drop in the employer's parking requirements.





## 2. Workplace Travel Plans – An Outline for Implementers

### 2.1 Objectives of a Workplace Travel Plan

The objective of a Workplace Travel Plan is to promote more sustainable travel options, reducing the need for employees to travel alone by car.

A Workplace Travel Plan consists of a package of measures which, if implemented, supports more sustainable and cost-effective travel habits among employees, clients and visitors i.e. walking, cycling, public transport, car-sharing, 'Smarter Working' practices, tele- and video-conferencing and any other relevant measures.

These plans usually focus on employee commuting, but can extend to business travel, fleet management and freight transport if these are significant aspects for an organisation.

### 2.2 How to Implement a Workplace Travel Plan

The process involved in implementing a Workplace Travel Plan is outlined in Section 1.6 The Process.

There are a number of key steps an organisation should take to work through this process, to introduce an effective Workplace Travel Plan. This guide is designed to take the person(s) charged with implementation of your organisation's Workplace Travel Plan through the process in three sequential steps.

- Step 1: Review Your Travel Patterns and Policies (page 14)
- Step 2: Identify & Implement Actions (page 27)
- Step 3: Monitor your Action Plan (page 30)

This guide, while primarily written from the point of view of existing workplaces, can equally be applied to new companies that have just been established, have moved location into a new development or have expanded. The principles, methods and advice in this document, in other words, can be applied almost universally.

### 2.3 Who Should Implement the Workplace Travel Plan?

Depending on the size of your organisation and the scope of your Action Plan, Senior Management will need to make coordination and implementation of the Travel Plan a specified part of someone's role on a voluntary, part-time or full-time basis.

Some options for implementing your organisation's Travel Plan are outlined in Section 3: Voluntary, Part Time or Full-Time Coordinator: What is needed to implement your Organisations Plan?



## 3. Voluntary, Part-Time or Full-Time Coordinator

### What is needed to implement Your Organisation's Plan?

Depending on the size of your organisation, the extent of your Action Plan, and the level of assistance your Coordinator gets from other members of staff, your organisation can appoint a voluntary, part-time or full-time Coordinator to implement your Workplace Travel Plan.

Whichever option Senior Management chooses, your organisation will need to 'front-load' your Travel Plan for 12-18 months as, in the initial stages of the Travel Plan, the Coordinator(s) will need more time to get actions underway. This time commitment will reduce as the travel plan becomes embedded, until the point where the plan is in 'maintenance'.

It is likely that many of the actions in a travel plan are already part of someone's role within your organisation; for example, HR will already be involved in promoting employee wellbeing, and may already be administering Tax Saver tickets or the Cycle to Work scheme. Facilities will be involved in parking management. The IT Department may be promoting video-conferencing.

The role of the Travel Plan Coordinator is to bring these parties together and to enhance your organisation's sustainable travel offerings through effective promotion and communication. In order to do this, the Coordinator must be supported by a Senior Sponsor or Steering Group, in terms of expertise, personnel and funding. You can find more information on Sponsors/ Steering Groups in Section 3.6 Support from Senior Management.

#### 3.1 How Much Time will A Coordinator Need to Implement the Plan?

As a guide to the time a Coordinator will need to implement your organisation's workplace travel plan, please see the table 3.1 below. Note that this is purely for guidance, and your organisation may need to dedicate more or less time to your plan, depending on the actions being implemented.

Whether the Coordinator role is voluntary, part-time or full-time, it is essential that the Travel Plan Coordination role is a specified responsibility, with time assigned to work on its implementation. Otherwise the Coordinator can become over-burdened with no time to implement actions effectively. It is advisable that a Senior Sponsor or Steering Group reviews the time allocated to the Travel Plan Coordinator on a regular basis, to ensure that he / she is given enough time to undertake the proposed activities in the plan.

*Savills have made the development and implementation of their travel plan part of their graduate training programme. The work of the graduate team is sponsored and approved by a Senior Manager. The team has introduced the Cycle to Work scheme, expanded cycle parking and coordinated their participation in the Smarter Travel Workplaces Pedometer Challenge.*



Type of Employer	Size	Suggested Coordination
Micro Employer	Fewer than 10 employees	Green Team, or part of HR/ Facilities/ other role
Small Employer	Fewer than 50 employees	Green Team, or part of HR/Facilities/ other role
Medium Employer	Fewer than 250 employees	Part-time role for 12 months, or Green Team/ part of HR/Facilities/ other role. Time allocation as Action Plan requires after 12 months.
Large Employer	More than 250 employees	Part time role for at least 18 months, then as the Action Plan requires. Can be coordinated by Green Team/ part of HR/ Facilities/ other role
Large Employer sites including Universities/ Hospitals	More than 1000 employees or sites with large numbers of students or visitors	Full time person for at least 18 months, then part time or part of another role(s) within the organisation, as the Action Plan/ Monitoring requires.  Cycling Clubs (or Bicycle Users Groups) and Fundraising groups can also play a role in implementing the Action Plan

Sites with high numbers of people visiting the site on a daily basis, or with high turnover of visitors every year, e.g. hospitals, Third Level educators, will need to bear their special requirements in mind when

scheduling time and resources to implement their Action Plan, particularly if the site is undergoing redevelopment.

***“The Mater Hospital in Dublin has a full time Travel Plan Coordinator, responsible for the implementation of a work place Travel Plan and to address transport issues in the context of the on-going redevelopment of the Mater Campus. This person develops travel initiatives and objectives, communicate these to staff and general public, monitor progress against targets, administers Tax Saver tickets for circa 120 staff per month, attends staff inductions, and administers the Cycle to Work scheme for 2,600 staff in their Dublin city centre site.”***

**Barry McKenna, Travelways, Commuter Centre Manager, Mater Hospital (2011)**



### 3.2 What Makes a Good Travel Plan Coordinator?

The ideal Travel Plan Coordinator will be a **'champion' for the cause**, with strong communication and inter-personal skills, and lots of enthusiasm.

The Coordinator must have a **good understanding of the current travel patterns** within the organisation from the outset of the project. An appreciation of how and why these patterns have developed is also important, and an effective Travel Plan is possible only on the basis of such understanding.

The Coordinator must **understand the business case** behind an organisation undertaking a travel plan, so that he / she is monitoring key indicators and can communicate this information to Senior Management to ensure the continued success and funding of the travel plan.

The Coordinator should be **confident dealing with both internal and external organisations**, and communicating the goals and progress of the Travel Plan to Senior Management as well as their other colleagues and stakeholders.

The Coordinator must be **well-organised**, ideally with some background in **marketing/ communications**. They will need to outline their Action Plan proposals, in terms of cost, time, staffing, dates etc., so a background in **event or project management** is highly desirable.

An interest in environmental issues can be helpful for the Coordinator, but it also important that they **understand and engage with individuals** on the variety of areas that will interest their colleagues e.g. money-saving, health-promotion, time savings, ease of access, green issues, etc.

The Coordinator will be **engaging colleagues in a habit and behavioural-change programme**, so he/she should be well versed in the tools and principles of Community Based Social Marketing (CBSM) and behavioural change. The Coordinator should be aware that poster campaigns

alone do not automatically lead to behavioural change in the area of sustainability. The Coordinator should also be aware that an overly aggressive approach can alienate some of the people they are trying to reach.

For information on CBSM, see [www.cbsm.com](http://www.cbsm.com) or *Fostering Sustainable Behaviour – An Introduction to Community-Based Social Marketing* (2008) McKenzie-Mohr, D. & Smith, W. New Society Publishers, Canada. For information on behavioural change, search online for 'theories and models of behavioural change'. The Institute for Government (UK) document *MINDSPACE Behavioural Economics* (2010) will also be very useful for background research, see

[www.instituteforgovernment.org.uk](http://www.instituteforgovernment.org.uk).

The Coordinator should **lead by example** – if the Coordinator does not make a visible effort to use more sustainable travel, the travel plan can lose credibility.

A sample job description for a Travel Plan Coordinator can be found in Appendix 1.



**Public and Commuter Transport Minister, Alan Kelly T.D. and President of the FAI Paddy McCaul, President of the GAA Christy Cooney and President of the IRFU Caleb Powell champion carsharing (July 2011).**





**Dermot O'Connell, General Manager, Dell Ireland with Dell's Green Team to launch the Car Pooling Scheme**

### **'Every cause needs a champion' –**

The **Dell Green Team** has been in operation since 2008 and is made up of Dell employees from different parts of the business. The team holds weekly meetings where they work through new plans and evaluate existing initiatives. The team has received strong support from senior management, a factor which has helped the effectiveness of the initiatives.

The Car-sharing Scheme has been one of the most successful and long-running of the Dell Green Team initiatives. Initially, Dell gave employees the opportunity to play their part by organising a DELL GO GREEN competition. Dell asked for the best ideas that could be implemented giving consideration to how Dell could reduce its impact on

the environment. The Judging panel selected the idea of a carsharing scheme for employees as the most deserving idea based on the impact the initiative would have on the local environment.

With the concept in place, Dell then partnered with the National Transport Authority, who customised a car pooling website solely for Dell. The website was officially launched and has gone from strength to strength.

The Dell team is already working on new initiatives and is beginning to pilot a new Taxi-sharing scheme designed to reduce the number of taxis used by employees. They have also started working on a unique document called 'The Visitors Guide to Dell' outlining local transport routes and registered hotels (2011) .

### **3.3 Responsibilities of the Travel Plan Coordinator**

Depending on the organisation and the level of activity already underway or planned, the Travel Plan Coordinator will be responsible for some of the following tasks:

- Setting up relevant Steering or Implementation Groups & coordinating their activities;
- Coordinating the employee (and student/ visitor) travel survey and analysis;
- Developing the travel Action Plan to promote walking, cycling, public transport, car-sharing, technological alternatives to travel, flexible working practices and more sustainable business / fleet travel (where relevant);
- Presenting a business case for the travel plan, making the case to undertake this work;
- Designing communication/ marketing strategies to promote your organisation's Travel Plan;
- Liaising with internal Departments & stakeholders – e.g. Facilities, HR, Finance, Communications, Green Teams, IT;
- Attending staff inductions;
- Organising and coordinating events in the travel Action Plan;
- Acting as a point of contact for external stakeholders;
- Development of relevant policies in conjunction with HR/ Facilities/ IT etc. e.g. carsharing policy, business travel mileage allowances, home-working policy, parking permit policy;
- Monitoring relevant indicators and updating the Action Plan as required;
- Conducting staff focus groups on particular issues as they arise;
- On-going promotion of the Travel Plan; and
- Publicising success and reporting to stakeholders.



### Promoting Sustainability Across the Organisation

*ESB invited interested employees to volunteer as local Sustainability Champions as part of the ESB's target to be carbon neutral by 2035. Almost 200 people volunteered for this role and they have to date been instrumental in generating local enthusiasm and involvement in sustainability initiatives. One of the areas that the champions have become involved in is sustainable commuting and business travel. Senior management is very supportive and engaged in the process and resources employees' suggestions appropriately (2011).*

#### 3.4 Who does the Travel Plan Coordinator Report to?

The Travel Plan Coordinator should report to the Managing Director or Chief Executive on the progress of the Travel Plan, as this sends a message that the work being undertaken is important and is regarded as such by Senior Management. This also means that the Managing Director or Chief Executive can report on the plan in Board Meetings or to other stakeholders.

#### 3.5 Training for the role

This guide should be of assistance to your Travel Plan Coordinator.

You will also find useful resources/ case studies on the following websites:

- Smarter Travel Workplaces programme - [www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie)
- Department of Transport Smarter Travel website – [www.smartertravel.ie](http://www.smartertravel.ie)
- UK Ways to Work - <http://ways2work.bitc.org.uk/>
- The Open University runs a distance-learning module called 'Introduction to travel planning', see [www.open.ac.uk](http://www.open.ac.uk)
- ACT Travelwise in the UK runs seminars on travel planning issues, see [www.acttravelwise.org](http://www.acttravelwise.org)
- PTRC in the UK runs training courses on travel planning issues, see [www.ptrc-training.co.uk](http://www.ptrc-training.co.uk)

#### 3.6 Support from Senior Management

A senior-level Sponsor or Steering Group will be essential to ensure that your Travel Plan Coordinator can deliver your organisation's Travel Plan.

The Sponsor or Steering Group should be senior enough to approve actions in the Action Plan, and to resource them appropriately, both in terms of personnel time/ expertise, and funding.

Where a Steering Group is leading the plan, it should be representative of your organisation generally. It may be that one area of your organisation will take the lead, e.g. HR or Facilities, and inform other sections of key decisions or actions. Workplace Travel Plans achieve the goals of many parts of an organisation, so your Steering Group can involve:

- Human Resources;
- Facilities;
- Corporate Social Responsibility;
- Finance;
- Health & Safety;
- Marketing & Communications Teams;
- Green Teams;
- Sports Officers/ Clubs;
- Fleet managers;
- Union representatives (including Students' Unions in Third Level organisations);
- Security; and
- Any manager whose department generates business mileage or deals with employee wellbeing.

#### 3.7 What does the Sponsor/ Steering Group do?

Sample actions required of the Sponsor/ Steering Group include:

- Supporting the Travel Plan Coordinator in their role, in terms of expertise, personnel and funding;



- Reviewing the employee travel survey results and agreeing on a travel Action Plan for the organisation;
- Sourcing or allocating resources to implement agreed actions in the Action Plan, in terms of expertise, personnel and funding;
- Reviewing the progress of the Action Plan in meeting its objectives, in conjunction with the Travel Plan Coordinator;
- Reporting on successes to other Senior Management, and in the organisation's Annual Report (touching on corporate social responsibility, environmental management and employee wellbeing); and
- Supporting the Travel Plan Coordinator to plan for future events/ actions.

**Coordinator & High Level Steering Group or Sponsor**



**Coordinator, assisted as appropriate by**

- HR
- Facilities
- CSR Manager
- Fleet Manager
- Finance
- Green Team
- Health Promotion
- Keen Cyclists or Walkers
- Other site-specific personnel

#### Issues to Consider:

- How often does the Travel Plan Coordinator meet with their Sponsor/ Steering Group?
- How are the decisions of the Sponsor/ Steering Group communicated to a wider audience?

### 3.8 Campus-Wide Travel Planning

In some locations, there may be merit in different organisations coming together to develop a unified campus or business park travel plan. This would be especially relevant to areas where a sense of identity is already quite prevalent (e.g. a single-type business estate such as a technology park), where a business park has a single owner or landlord, or in a location where the brand is very strong and vital in attracting new tenants.

Possible advantages of such a plan would include:

- Effective use of limited resources, e.g. one person could organise a site-wide bike maintenance class, or electric bike/ folding bike/ Cycle to Work display on site;
- Increased audience for carsharing schemes - one person from each workplace would take ownership of the scheme in their site, and liaise with contacts about promotions and events. The larger pool of potential carsharers would make it more likely for people to find carsharing matches;
- Facilities could be shared e.g. cycle parking and car parking. This could reduce the need to invest in new infrastructure, with the added advantage of leaving space for expansion into the future; and
- In terms of liaison with management companies, landlords or the Local Authority, a unified approach, whereby all companies in the estate or park speak with one voice, would add weight and greater credibility to the engagement.

Note that if your organisation is based in such a park or location, it is important to start with a survey and actions inside your own site first. This will allow your organisation to demonstrate an appetite for engagement and to demonstrate success with internal activities, before taking on a wider remit.



### 3.9 Moving onto Step 1

Once an organisation has personnel in place to implement a Workplace Travel Plan, it is ready to establish some baseline figures to work from.

This is the first step in workplace travel planning, and is covered in the next Section – 'Step 1: Review Your Travel Patterns and Policies'.

#### **Dun Laoghaire Rathdown County Council**

##### **Why your organisation is promoting more sustainable travel?**

*To improve staff health, reduce absenteeism and reduce travel costs.*

##### **How your plan is implemented?**

*Through a part-time Sustainable Travel team, supported by a Steering Group and the DLRCC Bike Users' Group.*

##### **Is your organisation doing anything unique or inventive in the area of travel planning?**

- Planning to expand the DLRCC bike fleet (of 5 bikes) by introducing electric bikes in Autumn 2011; and
- Looking to develop a staff travel charter, whereby employees commit to using alternative travel modes for at least one day a week. The Charter will mainly focus on cars drivers but also those who live within 5km of their workplace.

##### **What successes have you had with your Travel Plan?**

- Ongoing reduction in rented parking spaces - 32% reduction in spaces between 2009 and 2010 with 57% reduction in costs; and
- 139 of our 1100 staff have availed of Cycle to Work scheme (almost 13% of the workforce).

##### **Tips for other organisations looking to undertake this work**

- Get management buy in early and get management involved in events; and
- Regular publicity can raise awareness levels of the benefits of sustainable travel.

**Gerry Flaherty, Chartered Engineer, Senior Executive Engineer, Transportation Planning & Sustainable Travel, Dun Laoghaire Rathdown County Council (2011).**



# 4. Step 1

## Review Your Travel Patterns and Policies

### 4.1 Introduction

The objective of the Workplace Travel Plan is to promote more sustainable travel by employees. In order to gauge change in favour of more sustainable travel, it is essential to establish current practices, behaviours and costs, as well as identifying opportunities for change or action.

This can be done by conducting three 'inquiries'. They are:

1. Organisational Policy Review
2. The Employee Travel Survey
3. Site Audit

The output of all three inquiries will generate action points in your Workplace Travel Plan.

### 4.2 Organisational Policy Review

It is important to understand how current policies and practices (both formal and informal) within an organisation impact on travel and work patterns. For example, large amounts of free car parking will encourage employees to drive, even if they are coming from quite close by and business travel policies may incentivise car use, instead of promoting alternatives. An initial organisational review of policies affecting travel will indicate areas that may be addressed as part of the Travel Plan.

Your review should consider organisational policies and work patterns affecting travel to and from the work site, such as:

- Core working hours, shift patterns, flexible working practices;

- Business travel allowance for car/ cycling/ walking;
- Parking policy (allocated spaces, carsharing spaces, visitor parking, cycle parking etc.);
- Video-conferencing policy;
- Fleet vehicle policy;
- Delivery times policy;
- Issues identified in the travel survey or site audit indicating underlying policy bias; and
- Any current transport-related initiatives.

The organisational policy review will also inform questions/ topics in your Employee Travel Survey, for example; Is home working offered to employees as part of company policy? Would the organisation like to explore interest in this working practice?

### 4.3 The Employee Travel Survey

Your employee travel survey is an essential tool to establish current travel behaviour, and to reveal attitudes and potential for change; for example, travel surveys often reveal significant support for car-sharing, a lack of knowledge on how to operate video-conferencing equipment, and an interest in cycling to work. No one knows what your employees would like to see implemented or what issues they face travelling to your site like they do, so their input is an essential data resource for your Travel Plan Coordinator.

The travel survey is also a useful communication tool to let employees know that your organisation's Travel Plan is underway, and as such it is the starting point of engagement.



*“EirGrid operates an integrated HS&E Management System, certified to ISO14001. We identified staff travel, commuting to and from work and on company business, as one of our significant environmental aspects. In looking to determine how we could manage and improve on this aspect we availed of the Smarter Travel Workplaces programme, initially with the travel survey. The survey allowed us focus on areas where we could improve and develop SMART objectives\*. These included the Tax Saver scheme, Cycle to Work scheme, increasing cycle racks, improving shower & changing facilities, offering bike maintenance workshops and developing a driving for work protocol offering safety & environmental improvements.”*

**William Johnston, Health & Safety, EirGrid (2011)**

*\*See Page 28*

#### **4.3.1 – Key Survey Results**

Key results in your survey will include:

- Baseline modal split between the different modes of travel used by employees to get to work (e.g. percentage walking, cycling, using public transport, car-sharing, home working, or using ‘other’ modes);
- Distance travelled by employees from their homes to work;
- Occasional use of other modes on the journey to work;
- Willingness to use other modes;
- Factors motivating employees to use current modes of travel or to switch modes;
- Interest in actions to promote cycling, walking, car-sharing and public transport;
- Opportunities to promote video/ tele-conferencing or home working; and
- Business travel requirements.



## Pre-Survey

### 4.3.2 Questions to Ask

The questions you ask in your employee travel survey should give you the 'key results' outlined in 4.3.1 above. You will find a sample Employee Travel Survey in Appendix 3; this is quite a comprehensive survey and will cover most aspects of your colleagues' travel habits. You can adapt this template for your site / organisation.

When you are adapting the survey questions:

- Ensure that you avoid ambiguity – people will either skip the question, or where they fill it in, you won't be getting accurate or useful information;
- Avoid asking questions that are intrusive e.g. do you have a disability? – it is not relevant, and colleagues may not want to disclose this information to a workplace survey;
- Be sure to pilot your survey before distributing it (see below); and
- Consider how you will use the results of each question; if the results of a question don't serve a purpose (i.e. to give you useful information or help identify potential actions), you may want to remove the question.

### 4.3.2 Piloting Your Survey

Before launching your survey, ensure you pilot it to test if the questions are clear and the format works. Easily-understood surveys are more likely to be fully completed, as respondents don't stop answering when they get to a question that doesn't make sense to them. You could also potentially save time and frustration when doing analysis, as unclear responses are eliminated.

### 4.3.4 How to pilot your survey

Invite a number of colleagues to fill in the survey. They don't need to fill in their own personal responses; they just need to test that there is no confusion over meaning, or to raise queries about your approach.

After your colleagues have filled in the survey, review their responses/ interpretation of questions (preferably in person), so you can identify any potential issues and rectify them.

Remember with any technical language, that although you may understand it, a colleague who is not familiar with travel planning or your work place may not. Use 'plain English' in your questions, and consider asking someone who is not familiar with workplace travel planning to be one of the 'pilots', so that they can point out any terms or words they did not fully understand.

### 4.3.5 Paper or Web-based Survey?

You can conduct your survey either online (using a survey website, for example), or as paper versions where employees do not have access to computer terminals.

Using an online survey tool will save time inputting data and generating analysis, but paper versions may be required to reach those without regular access to a PC.

If your organisation has a significant number of contractors working on site, you should consider inviting them to participate in the survey. Remember that they may have different requirements from direct employees when it comes to filling in the survey, and may require both paper and PC access.

If using a survey website, ensure your IT Department allow access to the site while the survey is live.



**WIN A €50 ALL 4 ONE VOUCHER!**

**Veolia Transport / Smarter Travel Workplaces**  
**Employee Travel Pattern Survey**

smartertravel >>>  
workplaces

---

**TRAVEL DETAILS**

**1. How do you usually travel to work? (greatest distance traveled for your usual journey to work)**  
*Choose one option by ticking "✓"*

<input type="radio"/> Foot	<input type="radio"/> Passenger in a car with driver going to different destination
<input type="radio"/> Bicycle	<input type="radio"/> Taxi
<input type="radio"/> Bus/Minibus/Coach	<input type="radio"/> Lorry/Van
<input type="radio"/> Luas	<input type="radio"/> Work mainly from home
<input type="radio"/> Train/DART	<input type="radio"/> Other means
<input type="radio"/> Motorbike/Scooter	
<input type="radio"/> Drive a car	
<input type="radio"/> Passenger in a car with driver going to same destination	

**2. If you drive to work, how many people normally travel in your car to work?**  
*Choose one option by ticking "✓". If you don't drive go to question 4.*

☐ 1                      ☐ 2                      ☐ 3+

**3. If you drive to work, do you need your car for other pick ups/drops offs on your route (e.g. school run, crèche, etc.)?**  
*Choose one option by ticking "✓". If you don't drive go to question 4.*

☐ Yes                      ☐ No

**4. What is your main reason for choosing that mode of transport?**  
*Choose one option by ticking "✓"*

<input type="radio"/> Cheapest	<input type="radio"/> Personal safety
<input type="radio"/> Quickest	<input type="radio"/> Other commitments
<input type="radio"/> Environmentally friendly	<input type="radio"/> Reliability
<input type="radio"/> Lack of alternative	<input type="radio"/> Health/Exercise
<input type="radio"/> Less stressful	<input type="radio"/> Caring Responsibilities
<input type="radio"/> Habit	

**5. Are there any factors or needs which affect your choice of mode of transport for the journey to/from work?**

**6. Which modes of transport do you use occasionally as an alternative to travel to/from work?**  
*Choose all that apply by ticking "✓"*

<input type="radio"/> On foot	<input type="radio"/> Passenger in a car with driver going to same destination
<input type="radio"/> Bicycle	<input type="radio"/> Passenger in a car with driver going to different destination
<input type="radio"/> Bus/Minibus/Coach	<input type="radio"/> Taxi
<input type="radio"/> Luas	<input type="radio"/> Lorry/Van
<input type="radio"/> Train/DART	<input type="radio"/> Other means
<input type="radio"/> Motorbike/Scooter	<input type="radio"/> Work mainly at/from home
<input type="radio"/> Driving a car	

**P1**



**Smarter Travel Workplaces 2011 Pedometer Challenge Winners 'The Jolly Walkers' from the National Rehabilitation Hospital**

#### 4.3.6 Survey Confidentiality

The confidentiality of colleagues' responses is very important when undertaking an Employee Travel Survey. Consider where responses will be stored and who will have access to raw data.

The Data Protection Commissioner offers a very useful guide for Data Controllers / Processors handling confidential information. You can download these guidelines on the Data Protection Commissioner's website - [www.dataprotection.ie](http://www.dataprotection.ie) (see 'Are you a "data controller"?' 'A Guide for Data Controllers' and 'The Data Protection Rules').

#### 4.3.7 When to Survey

The time of year your survey is conducted can have an impact on both response rates and information gathered. Surveys should be conducted at the 'most representative' times of year, in terms of commuting patterns and work attendance by staff. Factors to take into account include holiday periods (especially school holidays), seasonal weather and daylight variations, and other factors specific to your organisation, e.g. site shutdowns. Generally spring or autumn tend to be the best times to survey.

Once you've decided on a survey period, distribute your survey in the morning, as research suggests that surveys sent at the start of the work day get a higher response rate and quicker response rate than surveys sent at other times of the day.



#### 4.3.8 How Long to Survey For?

Once your survey is launched, you can leave it open for up to two-three weeks, so that employee holidays or shift patterns don't preclude people from responding.

During this time, consider contacting colleagues to thank them for responding, and to remind other colleagues about the deadline for completion, as well as the incentives for responding (See section 4.3.10). Include the link to the survey if you are surveying online.

If, after the two-three week survey period, you feel that your response rates are too low to be representative, re-publicise the survey, as a low response rate can give rise to sampling bias.

Keep an eye on who is responding to your survey, to ensure you are not missing any group, e.g. shift workers or staff in a particular department. If a particular group is not responding, you may need to re-communicate with them.

With the right marketing / incentives, ideally the majority of employees would respond to your survey. However, you can judge whether or not the survey response rate is acceptable based on previous survey response rates in your organisation. Otherwise aim for a response rate of at least 30%.

$$\frac{\text{\# of completed surveys}}{\text{\# of people contacted}} = \text{Response Rate}$$

#### Engaging with Employees:

*The Pfizer employee travel survey in 2009 was one of the most popular surveys ever conducted in the Grange Castle campus, in terms of numbers responding. This gives Pfizer a great insight into how employees travel to work and where there are opportunities to further promote sustainable travel.*

<sup>1</sup> [http://www.supersurvey.com/papers/supersurvey\\_white\\_paper\\_response\\_rates.pdf](http://www.supersurvey.com/papers/supersurvey_white_paper_response_rates.pdf); Accessed July 2011



*“At Vodafone Ireland we are committed to improving the lives of people and the environment by offering innovative and sustainable technologies. As a response to the growing threat of climate change, Vodafone Ireland launched the Green Agenda in 2008 with the ambitious target to reduce its CO2 emissions by 30% by 2011. The company has successfully met its target through the implementation of more than 60 initiatives in the areas of energy, transport and waste.*

*“Although transport is a lower percentage of the company’s carbon footprint, Vodafone recognised the importance of providing a sustainable plan for its large number of employees based in its headquarters in MountainView, Leopardstown. Prior to taking action, the company undertook a transport survey to better understand its employees’ commuting habits and willingness to change. The results were surprising.*

- *68% of employees commuted by car*
- *62% of drivers said they could use an alternative to the car*
- *85% thought Vodafone should have policies that encourage the use of more sustainable travel modes*
- *39% felt that they did not have access to all the information they needed*

*“Based on the survey and in partnership with the National Transport Authority, Vodafone Ireland created a comprehensive sustainable transport plan. The plan incorporated a number of options, which include the following:*

- *TaxSaver tickets provided to employees (this is especially popular since the LUAS extension to Central Park);*
- *Cycle-to-work scheme with a 10% uptake;*
- *Car-sharing website with priority parking;*
- *Daily, free bus service for Vodafone employees to and from city centre and Blackrock (utilised by more than 450 Vodafone employees each week); and*
- *Video conferencing available in place of air travel (this saved 55% of our air travel carbon emissions).*

*“The plan and the initiatives were all launched through its “Go Green Transport Day”, a day of employee engagement to spread awareness of the need for sustainable travel.”*

*Tracy Godfrey, Corporate Responsibility Programme Manager Vodafone Ireland (2011)*

#### 4.3.9 Surveying Outside Your Gates

##### Limit your scope to your area of influence

When surveying, concentrate on your organisation’s own site initially, before looking at external factors, as you will find there is a wide range of actions that can be implemented internally to promote change.

Including questions about infrastructure or services outside your site will create an expectation that you will act on this information. Only include questions of this nature if you are actually going to liaise with your Local Authority/ transport providers/ neighbouring employers etc.



External services/ infrastructure can still be raised in the 'other comments' box in your survey – those with particular issues with cycle lanes, public transport, etc. can comment on these matters in this section.

### Live Survey

#### 4.3.10 Launching Your Survey

As the travel survey is often the first piece of communication about the staff travel plan, it should have a very visible launch, with support from Senior Management.

#### 4.3.11 Ideas for your Launch

- Send an all-staff email in advance of the survey launch to let colleagues know about the survey and how results will be used (see sample in Appendix 2). Remember that if respondents know who you are and what you are doing, you are more likely to get a response to your survey.
- Offer an incentive for filling in the survey, e.g. a shopping voucher or dinner in a local restaurant. Remember that the incentive should appeal to everyone (cycling or walking equipment may not encourage colleagues who drive to respond to the survey).
- Place posters in busy areas inviting people to respond to the survey e.g. canteen, notice-boards, cycle parking, stairwells, lifts, toilets, entrances into the building, 'clock in' stations
- If your canteen or reception has a large screen, publicise the survey launch on it.
- If your survey is online, hold a 'road show' with laptops in busy areas to launch the survey. Ensure that a member of staff who is well known to other colleagues is there to encourage people to fill it in. If you can source 'freebies' such as pens or sweets, give them to people as they complete the survey.

- Where employees do not have regular access to PC terminals, include paper versions of the survey with payslips and put 'drop back' boxes at reception.

You can also make PCs available to these employees to allow them access the survey.

### Survey Results

#### 4.3.12 What to do with Survey Results

Once the Sponsor/ Steering Group is satisfied with your organisation's Travel Survey response rate (see section 4.3.7), the survey can be closed. At this point, the Travel Plan Coordinator can review results to pick out key themes and figures - refer back to the Key Results on page 15 to give you a guide as to the information to examine. You can examine the results on a mode by mode basis, as illustrated in Table 4.3.14 for Cycling. You will find a template analysis guide showing survey 'headline results' for all modes/ business travel in Appendix 4.

#### 4.3.13 How to Present Results

There are a number of ways to present survey results to colleagues; generally visual representations such as charts or maps are more effective than text-heavy results, especially on noticeboards or in public areas.

Results can be displayed on your staff intranet and in areas of high foot-fall such as canteens/ noticeboards/ toilet doors. You can publicise some 'headline results' from the survey in these locations, with further analysis available elsewhere, for example, on your intranet site.



#### 4.3.14 Sample Analysis of Employee Travel Results for Cycling

##### Potential for Cycling Promotion in ABCD Ltd.

###### Current Cycling Numbers

- 3% of respondents currently cycle to work; however, 10% of respondents occasionally cycle to work.
- There is potential to further increase cycling in ABCD Ltd, as 24% of respondents would consider cycling to work.

###### Distance Travelled to ABCD Ltd.:

- 10% of respondents live within 3km of the ABCD site.
- 23% of respondents live between 3-5km from ABCD. These people could be targeted for regular and occasional cycling on the commute.
- 35% of respondents live between 5-10km from ABCD – these employees could also be targeted for occasional cycling on the commute.

###### Cycle to Work Scheme

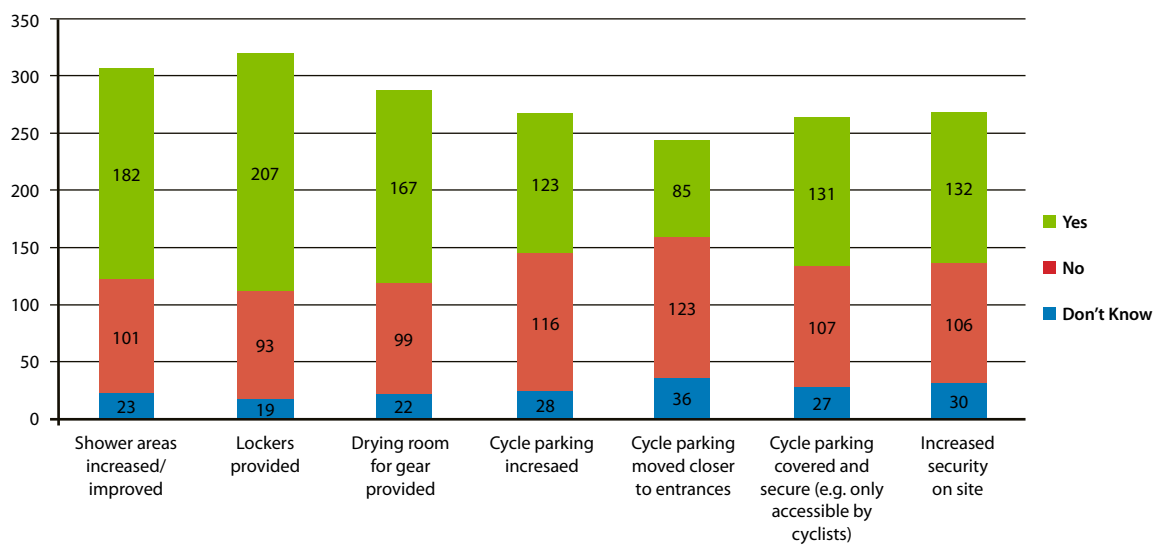
The majority of respondents are aware of the ABCD Cycle to Work scheme (75%), with 23% of respondents interested in buying a new bike through the scheme.

###### Facilities on Site

Many respondents would be interested in having a more active commute if particular facilities were improved, as illustrated in the figure below:

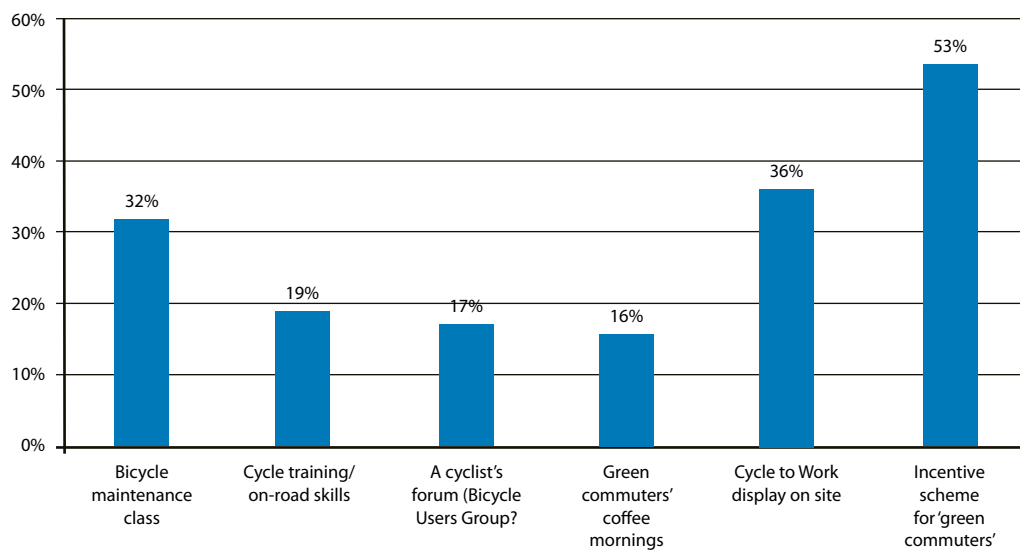


### Would you be encouraged to have an active commute (walking or cycling) if the following work was undertaken in your organisation:



### Cycle Promotions

There are many opportunities for cycle promotion in ABCD Ltd, as shown by the interest expressed in actions in the figure below.





*“ESB conducted an extensive computer-based analysis on staff commuting habits based on their anonymised home addresses and their work locations. This was done to supplement the employee travel survey data. From this, modal splits by distance isochrones were calculated as well as the company commuting carbon footprint. This helped us to identify particular areas to target.”*

**Liam Ring, Change Manager Sustainability, ESB (2011)**

#### Comments from Respondents on Cycling:

Comments from cyclists also reveal opportunities for change/ action. Some comments are below:

- ‘More lockers are needed for cyclists.’
- ‘Where do we get keys for cycle parking?’
- ‘Changing facilities at work are okay, but no place to leave wet gear on the odd day it rains or if I have to change clothes for meetings. Need more facilities.’

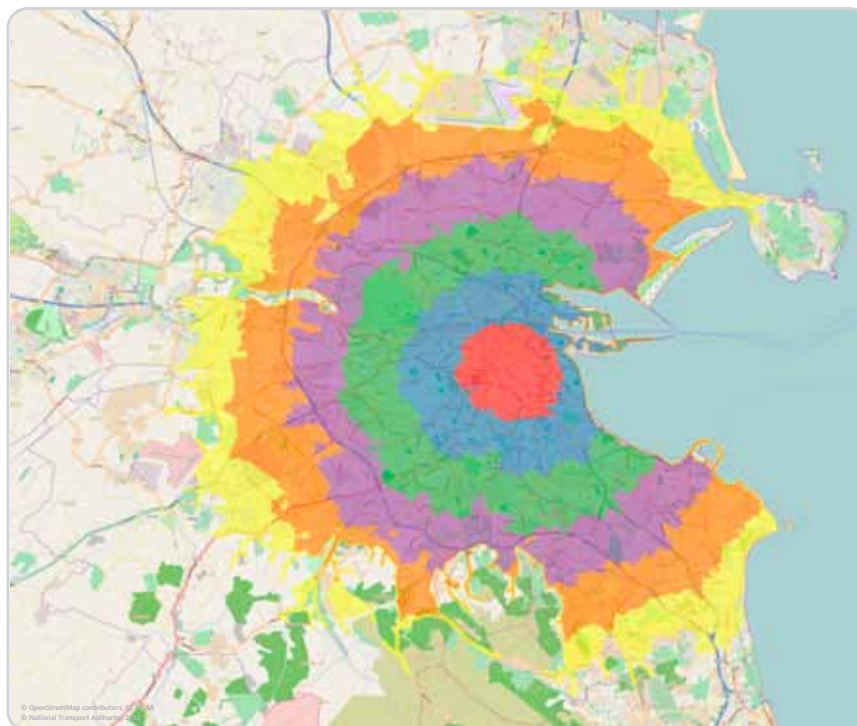
#### 4.3.15 Displaying Travel Survey Results on Maps

Maps are useful visual aids to interpret survey results or when promoting different travel options, for example:

- Where walking or cycling time bands from a workplace are displayed on a map, employees can see how close they are time-wise to their workplace or to places they visit during the day;
- Where home addresses are plotted on a map, clusters of employees who may be interested in car-sharing or being ‘bike buddies’ may emerge;
- Local area maps showing walking or cycling routes can encourage employees to explore their local area at lunchtime.



### SIEMENS CYCLE TIMES



**SIEMENS**

For more information on Smarter Travel Workplaces:  
[www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie)

**Plan your Journey!**  
[www.transportforireland.ie](http://www.transportforireland.ie)  
Door-to-door information for all journeys in Ireland including journeys on foot and by all modes of public transport.

#### CYCLE TIME

Minutes

10

20

30

40

50

60

Údarás  
**Náisiúnta Iompair**  
National Transport Authority  
**smartertravel >>>**  
**>>>workplaces**





**CUH receiving the Golden Pedal Award in 2011**  
**L-R Fergus Ashe, Allied Services Manager, Mona Baker CEO,**  
**Padraig Ryan Transport Coordinator, Will Andrews Dublin**  
**Cycling Campaign**

*“Since the formation of the Commuter Centre in 2005, Children’s University Hospital Temple Street has seen a 44% reduction in the number of staff driving to work. This has coincided with a 450% increase in the number of staff cycling as well as increases in those walking and taking public transport. In 2011 we were proud recipients of the Green Healthcare Award where special homage was paid to our work in transport and also the Golden Pedal Award 2011 for promoting cycling.”*

**Padraig Ryan, Transport Coordinator, Children’s University Hospital (2011)**

#### **4.3.16 What to do with Analysis?**

Your survey analysis and results should be reported back to the Sponsor/ Steering Group, with a view to agreeing on your Travel Action Plan. It is most important that after asking colleagues for their opinions, the survey should inform your actions. The Sponsor/ Steering Group will need to prioritise the timelines on these actions.

Your survey analysis should also be shared within the organisation generally.

As your travel plan aims to encourage those currently driving to consider more sustainable alternatives to the single occupant car, it is advisable to filter ‘regular car driver’ results to see their responses so you can target resources into actions they are interested in. You may find that those who drive regularly are not aware of the savings available through the Cycle to Work or Tax Saver ticket schemes, for example.

You may also find it interesting to compare your organisation’s survey results to the Census information for your area; this will also give you an indication as to whether or not your survey is representative. See:

- Census (2006) Volume 12 - Travel to Work, School and College- results by county can be found here - <http://census.cso.ie/Census/TableViewer/tableView.aspx?ReportId=76542> (accessed 10th September 2012)
- For large towns, this document may be informative - CSO (2009) ‘Profile of Working Population of Large Towns’, online - [www.cso.ie/en/media/csoie/releasespublications/documents/population/profile/workpoptowns.pdf](http://www.cso.ie/en/media/csoie/releasespublications/documents/population/profile/workpoptowns.pdf) (accessed 10th September 2012)

It should also be noted that the full travel results for Census 2011 will be available from the CSO in December 2012 in a report entitled “Profile 10 Door to Door – Commuting in Ireland”.

*The Census 2011 indicated that 63% of workers in Ireland drive to work, 4% were car passengers, with 10% travelling on foot, and 2% by bike. 8% of commuters use public transport with the remainder travelling by motorcycle or in lorries / vans.*



*When eircom relocated its head office to Heuston South Quarter in Dublin 8, an opportunity arose to put top class facilities in place for cyclists. Cyclists now have access to new shower blocks, short term lockers and drying areas for their gear, and cycle parking is secure and underground. eircom also introduced the Cycle to Work scheme for employees, with a bike display in the foyer of the headquarters in Heuston Quarter. As of November 2009, 300 employees had availed of the scheme.*

*As cyclist numbers increase, Eircom will look at putting more facilities in place.*

The results of your Employee Travel Survey can be supplemented with your Organisational Policy Review (see section 4.2) and Site Audit (see section 4.4 below) to give you comprehensive baseline information for your travel plan.

#### 4.4 Site Audit

##### 4.4.1 Why do a Site Audit?

The location, characteristics and facilities of a work site will have a significant influence on how employees travel to, from and at work.

Your Site Audit (see templates in Appendix 6 - Sample Cycle Facilities Audit and Appendix 7 - Sample Site Audit) will help identify how the following factors enable or impede employees using more sustainable modes of transport:

- **Location assessment** (public transport accessibility & frequency, local cycling and walking environment, congestion near the site, proximity to services such as banks and shops, parking in the local area);
- **Site access arrangements** (getting into and out of the site);
- **Car parking** (volume and usage, supply in relation to demand, management issues);

- **Cycle parking and facilities for cyclists** (location, quality and volume of cycle parking, lockers and changing areas); and
- **Other on-site facilities**, including those that reduce the need to travel during the day (e.g. creche, banklink, dry cleaners etc.).

While some of the site audit can be completed as a desk-based exercise, you will need to walk the site to complete it fully. If your site is very big or you are not familiar with the entire area, consider inviting someone from Facilities/ Site Services to conduct the audit with you. Invite them to suggest potential actions, as they will be very familiar with how your site works.



Sample items to look for on your site audit:



***Cars parked in areas not marked out for parking***



***Good facilities that are cluttered with gear - indicating a need for more lockers or a drying area***



***Informal cycle parking indicating a need for more parking in locations cyclists want to use***



***Good facilities that can be publicised – well used drying room***



***Covered secure, overlooked cycle parking near entrances***



***Priority parking for cyclists***



***Priority parking for car sharing / carpooling***

#### 4.5 Next Steps

Once the Travel Plan Coordinator has completed the Organisational Review, Employee Travel Survey and Site Audit, he / she will be well prepared to draw up a suggested Action Plan and begin implementing actions.

The next step covers how to decide on actions, and offers a range of ideas for your organisation to explore. You will also find more potential actions and ideas for marketing your plan in the Appendices.



## 5. Step 2

### Identify & Implement Actions

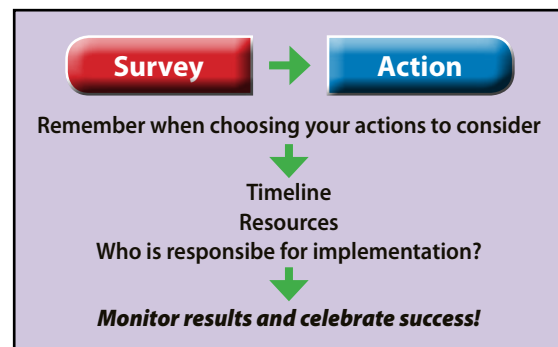
#### 5.1 Turning Survey Results into an Action Plan

Once the Travel Plan Coordinator has completed the Organisational Review, Employee Travel Survey and Site Audit, he / she will be well prepared to draw up a suggested Action Plan for their Sponsor/ Steering Group to approve and resource.

Your actions can take a range of forms, for example:

- **Basic** e.g. introducing carsharing or fleet bikes
- **Organisational** e.g. home working/ flexi time
- **Disincentive** e.g. parking charges/ management
- **Luxury** e.g. shuttle buses
- **Communications/ marketing** e.g. intranet, posters<sup>2</sup>

You will find a sample Action Plan in Appendix 5; this can be adapted and expanded for your organisation.



#### Carrots and Sticks

Your workplace travel plan is likely to be a complementary package of 'carrot and stick' actions to encourage people to use more sustainable transport options, while disincentivising less sustainable travel.

"The Institute of Technology Blanchardstown (ITB) has introduced a parking permit charge as part of its sustainable transport initiative. Funds generated from the permit charge are being used, in part, to subsidise a shuttle bus service, to improve cycle infrastructure on Campus and to promote alternatives to driving. This direct link between the 'carrot and stick' approach has been key to getting staff and students to accept the introduction of charges. Combined, these initiatives are addressing the perception that there's no alternative to driving."

Declan Garvin, Estates Manager,  
Institute of Technology Blanchardstown (2011)



<sup>2</sup> Reference <http://www.scotland.gov.uk/Publications/2005/08/16154453/44595>, accessed 31 August 2011





**Dublin Institute of Technology's Fox Mascot helps to promote cycling on campus**

### 5.1.1 Which Actions to Start With?

It is a good idea to take on those actions with the most expressed interest initially, and to leave other actions until a future date. Remember that your actions should encourage colleagues to change in a realistic and manageable way.

Your team can begin implementing visible 'quick wins', for example, clearing discarded bikes from cycle parking, cutting back overgrown trees at access points to the site, providing umbrellas for 'sign out' at reception on wet days, ensuring showers are cleaned every day, or other suggestions from your survey. This will generate positive publicity and goodwill towards your Travel Plan, as well as being relatively low-cost. More resource-intensive actions can be scheduled for future periods.

Remember to calendarise your actions, depending on anticipated weather, school holidays or other complementary events, e.g. National Bike Week in June. The availability of personnel will also impact on what actions you can schedule at different times of the year.

When organising events, note that of all those expressing an interest in participating in a particular event, you may find that only 10% turn up on the day; once they have a positive experience, you can build numbers up through future events. You can also incentivise sign ups with promotions e.g. first twenty people to stop by a stand get a coffee voucher.

### Setting Targets

*Remember, when setting actions, that you should also set targets so you can see how your Travel Plan is progressing. Remember that targets should be 'SMART':*

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound

### 5.1.2 Where can I get ideas for actions?

This guide will give you a range of ideas to consider for your organisation on a mode by mode basis. See the appendices below:

- Sample Action plan – Appendix 5
- Promoting Cycling - Appendix 9.
- Promoting Walking - Appendix 10.
- Promoting Carsharing and more efficient use of cars - Appendix 11.
- Optimise use of car parks - Appendix 12.
- Promoting Public Transport - Appendix 13.
- Smarter Working - Appendix 14.

One essential factor common to all actions is how they are communicated to colleagues. You will find information on Marketing Your Plan in Appendix 8.



## 5.2 How long do I implement actions for?

A Workplace Travel Plan is an on-going process, where less work is needed as the plan is embedded, unless the organisation changes significantly, e.g. more people start working on a site, or an organisation moves.

Your organisation is likely to find that implementing a Workplace Travel Plan is 'front-loaded', i.e. the bulk of activity will take place in the initial stages, as this is when the majority of the work is scheduled and undertaken.

Induction periods for new staff (and students) should also be targeted for actions as, when people change jobs, they are exploring their travel options, so it is an ideal time to present travel alternatives before habits have formed.

## 5.3 Next Steps

Once actions have been underway for a significant amount of time, it is important to monitor progress to establish 'next steps' and the personnel/ resources required for any future actions.

Monitoring Workplace Travel Plans is covered in Step 3 in the next section.

*"In 2009, KPMG launched a Sustainable Travel website, to create awareness with staff and visitors and encourage them to choose environmentally friendly modes of travel. The aim of the KPMG Travel Plan is to shift travel behaviour from single occupancy car use to more sustainable travel alternatives, with particular reference to walking and cycling, the most energy-neutral modes of transport.*

*KPMG's travel plan ensures that a number of key items are implemented such as: including sustainable transport references into all our relevant policies and strategies; having umbrellas/wheelable bags at reception for people walking to meetings, having improved facilities for cyclists such as showers/parking bays; providing commuter tickets for employees.*

**Karina Howley, Head of Corporate Social Responsibility, KPMG (2011)**



# 6. Step 3

## Monitor your Action Plan

### 6.1 Why Monitor?

Monitoring the success of your Travel Plan is essential for a number of reasons. For example, it allows Management to:

- Review the success of particular initiatives and whether or not they are meeting the objectives of the organisation;
- increase or reduce resource allocations as required;
- forecast future activity; and
- report on successes.

*“When promoting sustainable transport, it is essential to monitor and measure your progress. If you can’t measure, you can’t manage. By undertaking simple surveys and audits, it will yield a better understanding of the barriers to sustainable transport in your organisation.”*

**Padraig Ryan,**  
Transport Coordinator, Children’s University  
Hospital Temple Street (2011)

### 6.2 What to Monitor?

Below are some indicators which your Coordinator, in conjunction with other key personnel can report on. Remember to include both **quantitative** and **qualitative** indicators.

*Remember that **people only value what they can measure.***

Quantitative Indicators:

- Changes in modal split – both ‘usual’ and ‘occasional’ modes used
- Bikes parked on site
- Tax Saver ticket sales
- Bikes sold through the Cycle to Work scheme
- Demand for lockers/ showers
- Number of car parking permits issued
- Number of car parking spaces – leased/ in use/ available
- Number of registered carsharers
- Number of carsharing parking spaces allocated
- Facilities upgraded
- Participation levels in events on site
- Absenteeism reductions (as fitter employees are more likely to be healthier. Where homeworking is introduced, absenteeism may also decrease)
- Staff retention figures (particularly where flexible working practices/ home working is introduced)



#### Qualitative Indicators:

- Employee comments/ attitudes to sustainable travel – e.g. improvements in fitness, better facilities, willingness to get involved in events
- Support from Senior Management
- Comments from stakeholders
- Awards, Honours or Accreditations for Travel

Colleagues in HR can assist the Travel Plan Coordinator with some elements of monitoring, e.g. participation in Cycle to Work or Tax Saver ticket schemes, while Facilities can assist with other elements, e.g. facility upgrades, carsharing parking spaces allocated.

*Dell has estimated that 11tons of CO2 is saved every month by employees carsharing on the journey to work instead of travelling alone, based on the number of carsharing permits issued.*

*The scheme has been a huge success with demand being higher than the number of parking spaces available. The Green Team responsible for the scheme has also been short-listed for their efforts in a number of awards including the Repak and Envirocom Awards (2011).*



**Cycle Path through NUI Galway**

#### 6.3 When to Monitor?

Some indicators can be monitored annually, while others should be monitored throughout the year.

Consider recording Modal Split through a large-scale employee travel survey at least every two years, with shorter 'Snapshot' surveys conducted annually. Surveys should be conducted over the same period every year, so conditions and results are comparable.

It will be helpful for the Travel Plan Coordinator to monitor other indicators annually or throughout the year to gauge change or the need to review the Action Plan. For example, if the Employee Travel Survey is conducted in September annually, a count of bikes on site during the summer will be helpful to plan for facilities required at times when the weather encourages people to get more active. When weather is inclement, it may be useful to monitor the number of cars travelling on site.



#### 6.4 Communicate your Successes

As your Action Plan is implemented and there are success stories to share, it is important to communicate progress to stakeholders – both the Steering Group and the wider organisation.

The local community may also be interested in how the plan is progressing, particularly if employee travel has an impact locally, either through traffic movements or parked cars. The Travel Plan Coordinator can liaise with

Marketing/ Communications Personnel about the most effective way to communicate with these groups, while other stakeholders can be reached through Annual Reports, Corporate Social Responsibility Reports, and the local or national press.

If you have neighbouring employers, consider inviting them onto your site to see your travel plan in action and to share information and ideas.

#### ESB Travel Plan Successes (2011)

- Established a carbon footprint baseline figure for employee commuting
- Reduced business travel by 13% in 2010
- Increased the use of web conferencing by 300%
- 10% of workforce participated in Smarter Travel Workplaces Pedometer Challenge 2010
- Provided dedicated car-sharers' parking in priority locations in Head Office
- Provided visitor cycle parking spaces outside of Head Office in conjunction with Dublin City Council
- Introduced monthly Tax Saver tickets
- Developed a web-based Travel Planner for staff
- Established a Cycling Club and Bicycle User Group
- Ran cycle promotion events including bike maintenance, cycle safety, bike buddy scheme
- Ran several cycling fun events in Dublin and Cork sites
- Rolled out a national car-sharing website
- Received a special commendation in the ACT Travelwise Awards 2010



**Microsoft Bike Maintenance Course**



**Microsoft Launch their Electric Car Charging Facilities**

**Microsoft Ireland** encourages greener employee commuter options, monitors and implements measures which drive down the carbon footprint of our all employees, and contributes at a community level through work with Sandyford Business Estates Association and the National Transport Authority.

Microsoft Ireland has pioneered a host of Green Travel initiatives across the entire Microsoft Ireland campus.

**Achievements include:**

- 26% Greenhouse Gas reduction in air travel through use of unified telecommunications;
- Transport Day initiative as part of Transport-themed Green Week 2010 and 2011;
- Leadership role on the Sandyford Business Estates Association bid for Department of Transport “National Smarter Travel Areas Funding” for Sandyford Industrial Estate;
- Travel survey completed by over 32% of employees and a range of additional green initiatives put in place as a result;
- Introduction of carpooling scheme;
- Installation of Electric charge point for Electric vehicles;
- Launch of the Smarter Travel Workplace Programme in partnership with the NTA;
- Upgrading of on-site cycle facilities;
- Highlighting of greener travel options through signage & information on display across Microsoft Ireland campus.

**Some Key Initiatives implemented on site to date:**

- Participation in and promotion of the NTA Pedometer Challenge & the NTA Cycle Challenge;
- Bike maintenance classes/course;
- Availability of equipment such as a Bicycle pump and repair kit to employees;
- Display of Accessibility Maps for cyclists/walkers;
- Promotion of the cycle to work scheme;
- Tax saver scheme for public transport users;
- Smarter Travel Workplaces action plan has been developed by Microsoft & NTA (HR, Green & EWI Team responsibility)
- Conference call facilities provided in all meeting rooms

(Case Study from 2011).





**Pictured Gerard Butler Microsoft (centre) receiving Microsoft's Green Travel Initiatives Award 2011**

## 7. Conclusion

*Step 1: Review Your Travel Patterns and Policies (page 14)*

*Step 2: Identify & Implement Actions (page 27)*

*Step 3: Monitor your Action Plan (page 30)*

A Workplace Travel Plan should be a long-term undertaking, with scope for the plan to change and adapt over time.

By putting a Workplace Travel Plan Coordinator in place, giving him/her the support of Senior Management and following the three step process outlined in this document, your Workplace Travel Plan should be both manageable and enjoyable.

You'll find a wealth of further information, ideas and resources in the Appendices of this document to assist you in this regard.

However, your organisation will also come up with specific solutions and ideas tailored to your circumstances, leading to a culture of more sustainable travel

For success, remember to:

- Start small, but pick practical, achievable actions that have been requested in your employee travel survey
- Pick a broad range of actions to appeal to a wide audience
- Monitor your progress and communicate your successes to management, other colleagues and wider stakeholder groups
- Build on the success of 'smaller' actions to tackle other activities relating to travel

### **Tips for Success**

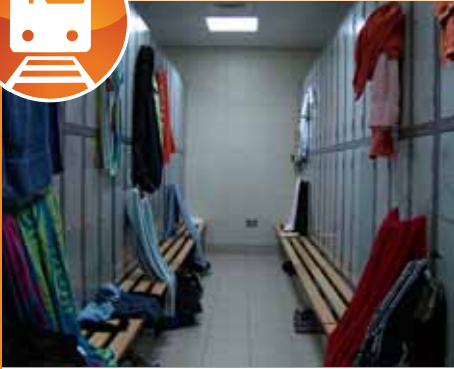
1. Forge links with other local companies and collaborate where possible
2. Build enthusiasm from the bottom up as well as the top down
3. Get the senior people in your company to give good examples themselves and support it in others
4. Develop and involve yourself in fun events

**Liam Ring, Change Manager,  
Sustainability, ESB (2011)**

A successful plan will lead to:

- More active employees
- Easier access to your site
- Reduced costs associated with travel
- Enhanced 'green' profile
- Reduced CO<sub>2</sub>/ Greenhouse Gas emissions associated with travel

*Best of luck with your plan!*



**Bord Gáis Networks** is committed to its role as a corporate citizen and supports a very progressive and active Corporate Responsibility Programme across the Marketplace, Workplace, Community and Environment pillars. The Core Values of our business underpin how we carry out our business – Empathy, Performance, Honesty & Integrity, Proactivity and Safety. Over the coming months we will also roll out a new value - ‘Sustainability’. Working with National Transport Authority, we aim to change our travel practices at Bord Gáis Networks, having a positive impact on our environment and community as well as the health and wellbeing of our staff.

We established a Smarter Travel Team with representatives from key areas of the business supporting our Sustainability agenda, i.e. Facilities, Corporate Responsibility, Environment and HR. At present we are in the early stages of managing our Smarter Travel Programme.

We are currently developing a dedicated portal on our staff intranet to host information about the programme and its various initiatives as well as hosting a staff feedback forum and commuter travel maps. We recently carried out a re-fit of our drying room facilities for cyclists at our HQ and have invited staff to manage a Bicycle User Group. We also hope to manage a pilot ‘car sharing’ initiative.

As part of National Cycle Week we invited various bike suppliers participating in the ‘Cycle to Work’ scheme to host information and display sessions at our office locations. Following these sessions a number of staff registered for the scheme and have taken up cycling to work.

#### **Tips for success:**

- Establish a dedicated team with some responsibility in the company’s sustainability programme.
- Communicate regularly with staff.

**John Farrell, Project Manager,  
Facilities & Property Management, Bord Gáis Networks (2011)**



# Appendix 1 - Sample Travel Plan Coordinator Job Description

At \_\_\_\_\_ organisation, we are strongly committed to being a leader in the area of sustainability. Employee and visitor travel is a key element of this agenda, and \_\_\_\_\_ organisation wants to ensure that our site remains accessible by sustainable transport for employees, visitors and suppliers alike. We are committed to developing and promoting more sustainable travel choices, from improving cycling facilities, to promoting car-sharing, and providing clear information on alternatives to the car, so that our sustainable travel policy is beneficial to both the local community and our employees, visitors and suppliers alike. To this end, we are looking for a creative, innovative individual, with excellent communication and event/project management skills to manage the \_\_\_\_\_ organisation Workplace Travel Plan/ Mobility Management Plan.

The successful applicant will liaise with employees, visitors and a wide range of external agencies, including local authorities, transport providers, bike suppliers etc., so the ability to communicate practical transport ideas and promotions is an essential aspect of this post. With up to \_\_\_\_\_ employees and \_\_\_\_\_ visitors coming on site every day, finding solutions that appeal to a variety of people offers a considerable challenge.

The successful applicant will be part of a Steering Group made up of the Chief Financial Officer, the Head of Facilities, the Head of Human Resources and a volunteer Green Team. The Steering Group will guide the development and objectives of the Plan and support the Travel Plan Coordinator in implementing and monitoring the plan.

An ability to take ideas from design through to implementation will ideally be complemented with a background in sustainable transport, health promotion or a similar role.

This challenging role offers successful applicants the opportunity to develop specialist skills, and gain experience in a growing field, within the context of a major organisation.

## DUTIES AND RESPONSIBILITIES

- To play a senior role in coordinating the \_\_\_\_\_ Travel Plan
- Setting up, coordinating and attending Steering Groups, Working Groups etc.
- Conducting an employee travel survey and analysis, leading to a development of a travel action plan
- Implementation of the travel plan, with calendarised events over three years
- Designing and implementing effective marketing and awareness-raising campaigns to promote the travel action plan to both staff and visitors alike
- Coordinating the necessary data collection to monitor the success of the plans - implementation, reviewing and updating as necessary
- Acting as the main point of contact for stakeholders, both within and outside the organisation

## EXPERIENCE / QUALIFICATIONS

Candidates should possess the following skills/ qualifications

- Proven track record in marketing or communications with both internal and external parties
- Excellent organisation and inter-personal skills
- Event/ project management skills
- Computer literate with experience of packages such as Word, Excel, PowerPoint
- Organised, practical, enthusiastic and realistic
- Results-oriented

The following skills/ qualifications would be advantageous.

- Relevant third level qualification
- Experience of Travel Planning
- Background in health promotion or similar behavioural change programmes
- Knowledge of sustainability/environmental issues
- Desktop publishing
- Social marketing experience
- Background in organisation sector



## Appendix 2 - Sample Travel Survey Launch Text

**Email Subject: Travel Plan Launch: Meal for Two in Martini's Italian Restaurant**

**ABC Ltd. is offering employees the chance to win meals for 2 in Martini's by telling us your thoughts on travel to work**

ABC Ltd. is committed to promoting more stress-free, active and sustainable commuting for employees. To that end, we'd like to find out more about what you think about how you're currently travelling to work, options you'd like to explore and how ABC Ltd. can facilitate this, through our online Employee Travel Survey.

This could be as simple as providing more information on local public transport or providing more parking and changing facilities for cyclists, but we need your feedback and thoughts so that we can act to make commuting and business travel less stressful, more active and more sustainable for our employees.

The survey takes about 3 minutes to complete, and respondents will go into a draw for 2 meals for 2 in Martini's up to a value of €60. The survey will close on xth of Month so please respond as soon as you can!

Click here to go to the survey. [LINK](#)

Hard copies of the survey are available if needed. Contact \_\_\_\_\_

I look forward to hearing your thoughts.

Best regards,

\_\_\_\_\_  
Travel Plan Coordinator

Contact Details

This survey is being carried out by the X Department as part of the development of a Workplace Travel Plan for employees. For more information, contact \_\_\_\_\_, Travel Plan Coordinator. Telephone number



## Appendix 3 – Sample Employee Travel Survey

Question 1:

**How do you usually travel TO work?**

*Pick one box only, for the longest part, by distance, of your usual journey to work<sup>3</sup>*

<input type="checkbox"/>	On foot	<input type="checkbox"/>	Passenger in a car with driver going to the same destination
<input type="checkbox"/>	Bicycle	<input type="checkbox"/>	Passenger in a car with driver going to a different location
<input type="checkbox"/>	Bus, minibus or coach	<input type="checkbox"/>	Taxi
<input type="checkbox"/>	Luas	<input type="checkbox"/>	Lorry or van
<input type="checkbox"/>	Train or DART	<input type="checkbox"/>	Other means
<input type="checkbox"/>	Motorcycle or scooter	<input type="checkbox"/>	Work mainly at or from home
<input type="checkbox"/>	Driving a car	<input type="checkbox"/>	

Question 2:

**What is your main reason for choosing that mode?**

*Please choose one response only*

<input type="checkbox"/>	Cheapest	<input type="checkbox"/>	Habit
<input type="checkbox"/>	Quickest	<input type="checkbox"/>	Personal Safety
<input type="checkbox"/>	Environmentally-friendly	<input type="checkbox"/>	Other commitments
<input type="checkbox"/>	Lack of alternative	<input type="checkbox"/>	Reliability
<input type="checkbox"/>	Less stressful	<input type="checkbox"/>	Other – Please specify

Question 3:

**Which modes of travel do you use occasionally to travel to/ from work?**

*Please choose all modes that apply.*

<input type="checkbox"/>	On foot	<input type="checkbox"/>	Passenger in a car with driver going to the same destination
<input type="checkbox"/>	Bicycle	<input type="checkbox"/>	Passenger in a car with driver going to a different location
<input type="checkbox"/>	Bus, minibus or coach	<input type="checkbox"/>	Taxi
<input type="checkbox"/>	Luas	<input type="checkbox"/>	Lorry or van
<input type="checkbox"/>	Train or DART	<input type="checkbox"/>	Other means
<input type="checkbox"/>	Motorcycle or scooter	<input type="checkbox"/>	Work mainly at or from home
<input type="checkbox"/>	Driving a car	<input type="checkbox"/>	

<sup>3</sup> Please note that the format for questions on modes of travel is the same as those used in the Census– this will allow you to compare your organisation's travel patterns with those in the rest of the country, your county or even in the local area.



Question 4:

**Which of the following modes of travel would you consider using for your journey to/ from work, if they were available?**

*Please choose all that apply.*

<input type="checkbox"/>	Car-sharing
<input type="checkbox"/>	Public Transport
<input type="checkbox"/>	Bicycle
<input type="checkbox"/>	Walking
<input type="checkbox"/>	Car
<input type="checkbox"/>	Other – please specify

Question 5:

**What time do you usually arrive in the office/ at work/on campus? <sup>4</sup>**

<input type="checkbox"/>	Before 7.30am
<input type="checkbox"/>	7.31-8.00
<input type="checkbox"/>	8.01-8.30
<input type="checkbox"/>	8.31-9.00
<input type="checkbox"/>	9.01-9.30
<input type="checkbox"/>	9.31-10
<input type="checkbox"/>	10.01-10.30
<input type="checkbox"/>	10.31-11
<input type="checkbox"/>	11.01-11.30
<input type="checkbox"/>	11.31-12
<input type="checkbox"/>	12.01-12.30
<input type="checkbox"/>	12.30-13
<input type="checkbox"/>	After 13.01

Question 6:

**How far do you travel to work/ college?**

<input type="checkbox"/>	Less than 1km
<input type="checkbox"/>	Between 1 and 3km
<input type="checkbox"/>	Between 3 and 5km
<input type="checkbox"/>	Between 5 and 10km
<input type="checkbox"/>	More than 10km

Question 7:

**How long does it take you to get to work?**

<input type="checkbox"/>	Less than 15 minutes
<input type="checkbox"/>	16-30 minutes
<input type="checkbox"/>	31-45 minutes
<input type="checkbox"/>	46-60 minutes
<input type="checkbox"/>	61-90 minutes
<input type="checkbox"/>	91 minutes and above

Question 8:

**Are there any factors or needs which affect your choice of mode of transport for the journey to/ from work?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	If you would like to comment, please do so:

## Public Transport

Question 9:

**Are you aware that public transport users can purchase a Tax Saver commuter ticket through your employer? This can save you between 31% - 52% in tax, PRSI and USC, depending on your tax band.**

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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Question 10:

**Are you aware that Tax Saver tickets for public transport are available in both monthly and annual options?**

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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<sup>4</sup> Please ensure the start times given in this question suit your organisation's work practices e.g. shift patterns/ flexitime/ rosters.



Question 11:

**Are you aware that some Tax Saver tickets for public transport can be used for travel both during the week and at weekends?**
☐ Yes

☐ No

Question 12:

**If you currently use public transport for your journey to or from work, do you avail of Tax Saver tickets through your employer?**
☐ Yes

☐ No

Question 13: (Greater Dublin Area only)

**Are you aware of the new top-up LEAP card system for pay-per-journey public transport on Dublin Bus, Luas and Irish Rail?**
☐ Yes

☐ No

Question 14:

**Are you aware of the national Journey Planner on [www.transportforireland.ie](http://www.transportforireland.ie), which gives door-to-door travel information and includes both public and private transport operators?**
☐ Yes

☐ No

## Cycling

Question 15:

**Do you own a bicycle?**
☐ Yes

☐ No

Question 16:

**Would you be interested in purchasing a discounted tax-free bicycle & related equipment if \_\_\_\_\_ were to set up an employee Cycle to Work Scheme?**

OR

**Are you aware that \_\_\_\_\_ have a Cycle to Work Scheme, where employees can buy a tax-free bicycle & related equipment?**
☐ Yes

☐ No

Question 17

**Would you be encouraged to have an active commute (walking or cycling) if the following work was undertaken in your organisation?**

	Yes	No	Don't Know
Shower areas provided / increased / improved			
Lockers Provided			
Drying room for gear provided			
Cycle parking increased			



Question 18

**Would you be interested in any of the following initiatives to promote walking or cycling?**

**Please tick all that apply.**

<input type="checkbox"/>	Bicycle maintenance class offered by an experienced bike mechanic
<input type="checkbox"/>	Cycle training/ on-road skills
<input type="checkbox"/>	A cyclists' forum (Bicycle Users' Group)
<input type="checkbox"/>	Lunchtime walking group
<input type="checkbox"/>	'Green Commuters' coffee mornings (Green Commuters are cyclists, pedestrians, public transport users and car-sharers)
<input type="checkbox"/>	Incentive Scheme for 'Green Commuters'
<input type="checkbox"/>	Slí na Sláinte walking route marked out in the local area/ on site
<input type="checkbox"/>	Information on electric bikes available through the Cycle to Work scheme
<input type="checkbox"/>	Information on fold up bikes (for use by people commuting part of the way on public transport/ by car) available through the Cycle to Work scheme
<input type="checkbox"/>	Other, please specify

## Car Drivers

**If you regularly use a car (as a driver) to travel to/ from work, please answer the following questions, Otherwise you can skip to Question 22.**

Question 19:

**How many people normally travel in your car TO work?**

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3+
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Question 20:

**Do you need a car for doing your job through the day?**

<input type="checkbox"/> Always	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Never
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Question 21:

**Do you need your car for other pick-ups or drop offs (for example, the school run, crèche, etc.) on your commute?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

Question 22:

**Are you interested in car-sharing (sometimes known as lift sharing or carpooling)?**

**This could be as either a lift-seeker in someone else's car, or offering a lift in your car.**

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Don't Know
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If 'no' or 'don't know', please indicate why:



Question 23:

**Do you own a bicycle?**

	Discounted public transport tickets
	Personalised information about other transport options
	Improved cycle parking, showers and lockers at work
	Bike purchase discount scheme
	Access to a company car-sharing scheme
	Access to a company vehicle for business travel
	Financial measures such as the Government Parking Levy or parking charges
	Nothing
	Information on fold up bikes (for use by people commuting part of the way on public transport/ by car) available through the Cycle to Work scheme
	Other, please specify

**Business Travel**

Question 24:

**On average, how often do you travel to the following locations for business? 1 trip = return journey**

	Never	1 trip per month	2-3 trips per month	4-10 trips per month	11-15 trips per month	16+ trips per month
Dublin City						
Dublin Metropolitan area						
Cork						
Any other national destinations						
Belfast						
London						
Europe (excluding Belfast/ London)						
Other international destinations						
Other, please specify						

*Please note that this question should be adapted to capture business travel patterns particular to your organisation, in terms of both destinations and number of trips. Some responses are 'by month' in this example, but 'by week' or 'by quarter' may be more relevant for particular destinations.*

*If your employees do not travel on business very often, you may wish to exclude this question. Also if you can capture business travel information from expenses, this question can be excluded as expenses information will be more accurate.*



Question 25:

**How do you usually travel on business?****Please choose the modes you take most often.**

<input type="checkbox"/>	I don't do any business travel
<input type="checkbox"/>	On foot
<input type="checkbox"/>	Bicycle
<input type="checkbox"/>	Bus, minibus or coach
<input type="checkbox"/>	Train, Luas or DART
<input type="checkbox"/>	Driving a car
<input type="checkbox"/>	Passenger in a car
<input type="checkbox"/>	Taxi
<input type="checkbox"/>	Other means

Question 26:

**Do you know where \_\_\_\_\_s video/ tele-conferencing facilities are?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Question 27:

**Do you know how to use \_\_\_\_\_s video/ tele-conferencing facilities?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Question 28:

**Do you use video or tele-conferencing for business?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

Question 29:

**Would it be possible to substitute your Irish meetings with video or tele-conferencing?**

<input type="checkbox"/>	I could substitute all Irish meetings
<input type="checkbox"/>	I could substitute some Irish meetings
<input type="checkbox"/>	I could not substitute any Irish meetings
<input type="checkbox"/>	I don't have any Irish meetings

Question 30:

**Would it be possible to substitute your international meetings with video or tele-conferencing?**

<input type="checkbox"/>	I could substitute all international meetings
<input type="checkbox"/>	I could substitute some international meetings
<input type="checkbox"/>	I could not substitute any international meetings
<input type="checkbox"/>	I don't have any international meetings



Question 31:

**Would you be willing to walk, cycle, take public transport or car-share for business travel, where suitable?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Don't Know
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Question 32:

**Would you support the introduction of a Travel Allowance (covering mileage for walking, cycling, public transport and car-sharing, as well as car-mileage allowances)?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Don't Know
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**About You**

Question 33:

**Do you usually have a car-parking space available to you at your place of work?**

<input type="checkbox"/> Always	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Never	<input type="checkbox"/> Don't Know
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Question 34:

**Would you be interested in home-working, where possible/ relevant for your work?**

<input type="checkbox"/>	I already home-work when suitable
<input type="checkbox"/>	Yes, on a regular basis
<input type="checkbox"/>	Yes on a one-off/ occasional basis
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't Know

Question 35:

**Please indicate your department/ usual work location:**

<input type="checkbox"/> Dept. A	<input type="checkbox"/> Dept. B	<input type="checkbox"/> Dept. C
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Question 36:

**Do you usually have a car-parking space available to you at your place of work?**

<input type="checkbox"/> Under 25	<input type="checkbox"/> 25-34	<input type="checkbox"/> 35-44	<input type="checkbox"/> 44-54	<input type="checkbox"/> 55 or over
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Question 37:

**Please indicate your gender**

<input type="checkbox"/> Male	<input type="checkbox"/> Female
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Question 38:

**Please indicate your home location:**

**This information will be used to map how employees travel from different locations, to identify the variety of transport options used by people in the same area.**

**This survey can be completed anonymously – you can leave the address section blank if you wish.**

House/ apartment number:	
Building Name	
Street Name	
Locality (if in Dublin) or City/ Town (if outside Dublin)	
County or Postcode (if in Dublin)	

Question 39:

**Have you any other comments on travel to/ from/ for work that are not already covered?**

**If you wish to be entered into a prize draw for completing this survey, please enter your full name, office number/ email address in the field below, or email your details to \_\_\_\_\_.**

**For more information on this employee travel survey or the Organisation Name Travel Plan, please contact \_\_\_\_\_ in \_\_\_\_\_ Department.**

#### **Other Questions:**

Third Level Institutions should also capture whether it is a student or staff member responding to the survey, and days of the week they attend college. Organisations with travel between sites may wish to capture why employees use particular modes (sample responses might include: I have to carry bulky/ heavy items; speed; reliability; convenience; fitness reasons; environmental reasons; inclement weather; to reduce costs).

Other sites may wish to include further questions relevant to the local situation.



## Appendix 4 – Key Survey Analysis Points

See page 21 in the main document for an example of more in-depth analysis for cycling.

### Headline figures:

- Dates survey was conducted
- Numbers responding/ response rate
- Modal split
- % of regular car commuters who said 'nothing' would encourage them to change their travel habits

### Carsharing

- % of respondents regularly travelling to work as a passenger in someone else's car
- % of respondents regularly travelling to work by car alone
- % of respondents occasionally carsharing
- % of regular car commuters interested in carsharing
- % of other mode users who would consider carsharing
- Arrival/ departure times for the majority of employees (identifying potential car-sharing clusters)
- Potential impact of carsharing, e.g. if ABC Ltd. facilitated 10% of its workforce to car-share on a regular basis, ABC Ltd. could reduce the need to lease 110 car parking spaces (based on 2200 employees with 220 regularly car sharing), which could save in the region of €165,000 per annum (based on a car space costing €1,500 per annum to lease).
- Sample comments from employees, particularly if they suggest actions

### Cycling

- % currently cycling to work
- % who own a bike
- % occasionally cycling to work
- % who would consider cycling to work
- % of respondents living within 3km of their workplace. These people could be targeted for regular and occasional cycling on the commute.
- % of respondents living within 5km and 10km of their workplace – these employees could also be targeted for occasional cycling on the commute.
- % of respondents interested in cycling promotions e.g. bike maintenance, cycle training, bicycle users' group, etc.
- Cycle to Work scheme: awareness of the scheme, % of respondents interested in buying a bike through the scheme.

- Cyclists' Facilities: interest in an active commute if particular facilities were improved, e.g. shower areas increased, lockers / drying room provided
- % of respondents regularly driving to work who would be interested in a bike purchase discount scheme/ facilities improved etc.
- Relevant comments e.g. suggestions for improvements, issues with security

### Public Transport

- % of respondents regularly using public transport
- % of respondents occasionally using public transport (demonstrating access to services which can be promoted)
- % of respondents who would consider using public transport

### Tax Saver Tickets

- % of those regularly using public transport who are not availing of Tax Saver tickets
- % aware they can purchase Tax Saver tickets through their employer
- % aware of monthly Tax Saver Ticket
- % of regular car commuters who would be encouraged to choose an alternative to the car if discounted public transport tickets were available
- Comments on the Tax Saver tickets
- Potential Employer's PRSI savings if Tax Saver scheme were promoted (10.75% as of August 2011 – see [www.revenue.ie](http://www.revenue.ie))
- Comments on public transport/ Tax Saver tickets

### Walking

- % of respondents regularly walking on the commute to work
- % of respondents occasionally walking to work
- % of respondents who would consider walking to work
- % of respondents living within 3km of their workplaces and % of respondents living within 5km of their workplace. These people could be targeted for regular and occasional walking on the commute.
- % of respondents interested in walking promotions, e.g. lunchtime walking group, walking routes, etc.
- Comments on walking on the commute



### Business Travel/ Technology-assisted trip reduction

- Mode most used for business travel
- % of respondents willing to walk, cycle, take public transport or car-share for business travel
- % of regular car drivers who 'always' need their cars for doing their job during the day
- % of regular car drivers who 'never' need their car for doing their job during the day
- Interest in a company vehicle for business travel
- % support for introduction of a travel allowance
- Tele/ Video-conferencing: % of respondents who know where facilities are and how to use them; % of respondents who could substitute Irish/ international meetings
- Homeworking: % of respondents who work from home when suitable; % of respondents interested in home working on an regular or one-off/ occasional basis

### Other

- % of respondents interested in Green Commuters Coffee mornings/ incentive scheme for Green Commuters
- % of respondents who always/ sometimes/ never have a car parking space available to them at their place of work
- Other comments/ responses

### Respondents Profile

- Gender
- Age
- Departments represented
- Any groupings missing?

### Follow Ups

- Prize Draw results and the date when prize will be announced/ awarded
- Date when action plan will be agreed and communicated to colleagues



## Appendix 5 - Sample Action Plan

**Note that this Action Plan is not exhaustive**, but will give you ideas for action for your own site.

Your Employee Travel Survey, site audit and organisational policy audit will highlight other potential actions.

Sample Actions	Person Responsible	Timeline	Targets
<b>Cycling</b>			
<b>'Soft' Measures (promoting behavioural change)</b>			
Introduce a Cycle to Work scheme and promote through in-house bike displays from suppliers			
Organise a Bike Maintenance class/ course			
Organise cycle training/ on-road skills			
Set up a Bicycle Users' Group to discuss issues and liaise with management			
Provide Cyclists' equipment (pump, puncture repair kit etc.)			
Display local area maps for cyclists/ walkers interested in local routes			
Participate in National Bike Week events in June (see bikeweek.ie)			
Introduce 'fleet bikes' for employees to borrow			
Provide an electric fleet bike and a folding fleet bike for employees to try on their commute			
Arrange tours of cycling facilities for interested/ new employees			
<b>'Hard' Measures (supporting infrastructure)</b>			
Conduct a site audit to gauge ease of access for cyclists coming on-site			
Survey and improve cycle parking (see sample Cycle Audit in Appendix 6) to encourage cycling to your site and cater for increases in demand			
Survey and improve cyclists' (and walkers') changing/ storage/ locker facilities to encourage cycling and cater for demand			
Install showers to cater for cyclists travelling longer distances by bike			
Provide a drying room for cyclists to air cycling clothes			
Remove discarded bikes from cycle parking to free up space for cyclists (these bikes can be renovated to use as fleet bikes).			
<b>Walking</b>			
<b>'Soft' Measures</b>			
Promote walking through organised walking events/ lunchtime walks			
Introduce a Slí na Sláinte or similar walking route on-site & promote to staff. Consider launching the route with a staff relay or lunchtime walk.			
Participate in an annual Team Walking Event (e.g. Smarter Travel Workplaces Partner Pedometer Challenge, or the Irish Heart Foundation's Step Challenge)			
Offer in-house health checks for people interested in getting more active			
Leave umbrellas at reception for employees to borrow on wet days			



<b>'Hard' Measures</b>			
Open up entrances to allow more direct access through your site for pedestrians			
Improve 'natural surveillance' on site (e.g. cutting back bushes, improving lighting)			
See 'cycling' above			
<b>Public Transport</b>			
<b>'Soft' Measures</b>			
Introduce & promote Tax Saver monthly and annual commuter tickets for public transport. Highlight potential savings to employees, and include both public and private operators serving your area.			
Publicise the national Journey Planner on <a href="http://www.transportforireland.ie">www.transportforireland.ie</a> .			
Include a link to the site from travel pages on your internet or intranet.			
Publicise Real Time information services for public transport e.g. next bus and next DART services for mobile phones, apps on smart phones for Dublin Bus Real Time Passenger Information			
Include a one-month trial ticket for public transport and timetable information in employee induction packs			
Display a local area map with public transport stops/ route numbers marked – this can go online and on notice boards. Include Bus Stop numbers (and relevant apps for smart phones) in areas with Real Time Passenger Information.			
Raffle public transport tickets for people to try services			
Publicise LEAP and student LEAP travel cards (Greater Dublin Area only)			
<b>'Hard' Measures</b>			
Liaise with public transport operators to relocate bus stops if relevant for site			
Provide attractive, covered waiting areas for those using public transport or shuttle buses from your site			
Open up entrances to allow more direct access through your site to public transport stops			
Introduce a shuttle bus to public transport nodes			
<b>Car-sharing</b>			
<b>'Soft' Measures</b>			
Set up a private company carsharing scheme on <a href="http://www.carsharing.ie">www.carsharing.ie</a>			
Hold coffee mornings for potential carsharers to find out what is involved and see a demo of the site			
Raffle the use of a parking space near entrances/ reception for one carsharing group every month			
Raffle a car service, petrol vouchers, travel mugs, etc. for carsharers every quarter			
<b>'Hard' Measures</b>			
Allocate carsharing parking bays in a priority location (e.g. closest to entrances)			



Business Travel/ Technology-Assisted Trip Reduction			
<b>'Soft' Measures</b>			
Introduce a Travel Allowance that includes modes other than the car, e.g. walking, cycling, public transport, carsharing, drive-alone car			
Introduce fleet bikes for business travel			
Publicise Dublin Bikes registration for people interested in cycling to meetings in Dublin city			
Re-examine overall business travel policy to incentivise alternatives to the single occupancy vehicle			
Make Smart Cards (e.g. Leap cards) for public transport available for people to borrow when doing business travel			
Hold video and tele-conferencing troubleshooting & 'how to' workshops			
Develop a video and tele-conferencing guide and make it available with all equipment and online			
Record the number of meetings held using video or tele-conferencing and raffie a prize when a target is met, e.g. increase usage by 50% over 6 months, 100th video-conference			
Liaise with HR and Management to identify employees who could work from home on a one-off/ regular basis			
<b>'Hard' Measures</b>			
Provide headsets, webcams and instant messaging software on employees' PCs			
Upgrade video or tele-conferencing meeting facilities			
Introduce 'hot desks' on site			
<b>All Modes</b>			
Develop a marketing and communications plan			
Brand your company's Travel Plan work			
Introduce an incentive scheme for Green/ Active Commuters			
Hold Green/ Active Commuters coffee mornings			
Include travel information in employee induction packs and online in an easily accessible location on your organisation's intranet			
Examine parking policies to ensure access to parking for those most in need			
Direct all visitors and suppliers coming on-site to a 'how to get here' link/ map online, with information on public transport routes and stops, cycle parking availability, taxi ranks, time to travel to site, cost of tickets, etc. Link to the National Journey Planner on <a href="http://www.transportforireland.ie">www.transportforireland.ie</a>			
Liaise with Local Authority about pedestrian/ cyclist/ public transport access in the local area			
<b>Other</b>			
Introduce a shuttle bus to public transport nodes			
Introduce services on site to reduce the need to travel during the day, e.g. dry cleaning, canteen, shop, gym, post box, bank, etc.			



## Appendix 6 – Sample Cycle Facilities Audit

<b>How many cycle parking spaces are available?</b>
<b>What is the percentage for employees using the site?</b> E.g. cycle parking for 20% of employees. 20% is a good threshold to aim for in urban areas. This may take some time to achieve, so a rule of thumb for provision may be to add another 20% every time occupancy reaches 80%
<b>How many cycle parking spaces are located close to building entrances?</b>
<b>Is cycle parking overlooked?</b> Is there passive surveillance to enhance security? What other measures could be considered to increase security, e.g. regular patrols of the area with notices to indicate this. Is CCTV coverage available?
<b>How many cycle parking spaces are secure and accessible by cyclists only?</b>
<b>How many cycle parking spaces are covered?</b> This is very important to cyclists, both to keep bikes dry and to keep them in good working order.
<b>How well lit is the cycle parking area?</b> Include the walk from the cycle parking to the building entrance or site exit.
<b>Are cycle racks of an appropriate size and easy to use? Can bikes be secured by the frame?</b> Cycle parking which only holds the wheels can damage bikes, particularly if they fall over.
<b>Are there areas on site where 'informal' cycle parking occurs?</b> e.g. bikes attached to railings or lampposts. Informal parking indicates a need for bike parking in that area.
<b>Is visitors' cycle parking provided? Is it publicised?</b>
<b>What is the speed of traffic on site?</b>
<b>Are there any barriers obstructing cyclists when leaving or entering the site?</b> For example, barriers into car parks
<b>Where cycle racks are located close to vehicle parking bays, is there space for the vehicle doors to open without making contact with bikes or racks?</b>
<b>Is signage for cycle parking/ building entrances/ changing facilities clear and visible?</b>
<b>Are drying rooms provided for cyclists' gear?</b>
<b>Are showers and changing rooms provided for active commuters?</b>
<b>Are they in good condition? Would you be happy to use them?</b> The Dublin City Development Plan 2011-2017 <sup>5</sup> contains the following development standards: Suitable shower and changing facilities will be made available in large-scale developments incorporating high amounts of cycle parking. Facilities should be secure, lockable and located in well-lit locations. The following standards shall be adhered to: <ul style="list-style-type: none"> <li>• 1 shower per office development over 100m<sup>2</sup> (approximately 5 employees)</li> <li>• A minimum of 2 showers for office developments over 500m<sup>2</sup> (approximately 25 employees).</li> <li>• 1 shower per 1000m<sup>2</sup> thereafter</li> <li>• Changing/drying areas, toilets and lockers should be provided in association with shower facilities.</li> </ul>
<b>Are storage areas/ lockers for cyclists' equipment provided?</b> Where are the lockers located in relation to cycle parking/ building entrances? The number of lockers provided should relate to the number of cycle parking spaces. Ideally lockers should be keyless, so they facilitate multiple short-term users.
<b>Where is information on site cycle facilities provided (e.g. at cycle parking, online, induction packs, noticeboards)?</b> Information might include location of cycle parking/ showers/ lockers, opening times of entrances etc

<sup>5</sup> [http://www.dublincity.ie/Planning/DublinCityDevelopmentPlan/Documents/Dev\\_Plan\\_-\\_Vol\\_1\\_-\\_Written\\_Statement.pdf](http://www.dublincity.ie/Planning/DublinCityDevelopmentPlan/Documents/Dev_Plan_-_Vol_1_-_Written_Statement.pdf)  
Accessed 6 Sept 2011



<b>Is local cycling information provided to employees?</b> e.g. routes, route planners, local area maps. What is provided and where is it displayed?
<b>Are cyclists separated from vehicular traffic on site?</b> Note that this is not always necessary.
<b>Is cycle training provided to employees?</b>
<b>Is bike maintenance provided on site?</b>
<b>Is there a corporate policy relating to cycling on business/ inter-site travel?</b>
<b>Are fleet bikes provided?</b> If so, how many? How are they publicised? Are fleet bikes maintained (by whom and how frequently)?
<b>Do employees receive an allowance for business travel by bike?</b> What is the rate? How is it publicised?
<b>Is the Cycle to Work scheme offered?</b> If so, how often throughout the year? How is it publicised?
<b>Are discounts available to your organisation's employees in bike shops in your area?</b> How are they publicised?
<b>Are cycle routes through the site pleasant to use?</b> Are there any issues with potholes, 'ponding' of water at the side of the road, etc.?
<b>Other comments?</b>

The following items can be discussed with your Local Authority
<b>Are routes around the site sufficiently direct?</b> i.e. are there entrances that could be opened up to increase direct access through the site?
<b>Are carriageway entry/ exit arrangements satisfactory for cyclists?</b>
<b>Is drainage and maintenance of roads or cycle routes around the site satisfactory for cyclists?</b>
<b>Are junction crossings easy for cyclists to negotiate?</b>
<b>Is there a need for public cycle parking locally?</b>



## Appendix 7 – Sample Site Audit

Site Name and Address
<b>Site and Building Access</b>
Number and location of site entrances?
Who uses entrances and what are the opening hours?
<b>Car Parking</b>
How many formal car parking spaces are there?
Is there evidence of informal car parking?
Is there designated parking for pool vehicles/ expectant mothers/ mobility impaired/ 'other' car drivers?
Is there a company car policy?
Are the car parks managed, e.g. permit system, barriers, Pay and Display, short term spaces in areas of high demand?
<b>On-Site Facilities</b>
Are there set-down parking areas on site? Are they located at a footpath?
Are showers and changing rooms provided for employees walking or cycling to work? How many and where? What standard are they? How often are they cleaned?
Are storage areas such as lockers provided? How many and where? e.g. close to cycle parking
Is travel information (public transport timetables, information on cycle parking locations, etc.) provided to employees? What and where? e.g. notice board, at reception, canteen, intranet
<b>Walking</b>
Are signposts, street names and property numbers provided where necessary?
Are walking routes on-site well lit?
Are walking routes on-site overlooked (natural surveillance) or covered by CCTV?
Do walking routes on-site feature paths, pedestrian crossings, street lighting, dropped kerbs and tactile paving?
Are pedestrians separated from vehicular traffic on-site?
Is there a formal walking route marked out on site (e.g. Slí na Sláinte)? How is it publicised?
Is 'street clutter' kept to a minimum on paths?
Are walking routes through the site pleasant to use?
Are footpaths free of flooding?
Are footpaths away from noise and exhaust fumes where possible?
<b>Cycling (Please see Appendix 6 for full cycle facilities audit)</b>
How many cycle parking spaces are available?
Where is the cycle parking located?
Are the spaces covered by CCTV or natural surveillance?
What type of cycle parking is provided? e.g. covered, secure.
Is cycle parking well lit?
Is cycle parking signposted?
Is cycle parking visible from the main entrances?
Is visitor cycle parking available?
Are there areas where people informally park/store their bikes (railings/offices)?



Are fleet bikes provided? If so, how many?
Are cyclists separated from vehicular traffic on the site?
Do employees receive cycle business mileage? If so, at what rate?
Is the cycle to work scheme offered? Are there any restrictions on participation?
Are cycle routes through the site pleasant to use? Are there any issues with potholes, 'ponding' of water at the side of the road, etc.?
<b>Public Transport</b>
What scheduled bus services are available?
When do they operate (frequency/ start & finish times)?
Is an inter-site shuttle bus provided?
Where are bus stops situated in relation to your site?
Are bus shelters provided?
Is there a train station nearby? What is the service provision?
Where a bus enters the site, can it enter/exit the site swiftly at peak times?
Is up-to-date public transport information (timetables, directions to stops) available on-site? Where?
Are walking times and distances to local public transport nodes and amenities indicated?
Are 'Tax Saver' tickets available to staff?
Are they monthly or annual? Are there restrictions on purchase windows or availability of tickets?
Is access to public transport stops from your site direct? Could you open access/ gates to allow more direct access?
<b>Car Sharing</b>
Does your company promote carsharing through a formal scheme?
Are spaces marked out for carsharers? How many and where?
Has your organisation availed of a free, private car-sharing group on <a href="http://www.carsharing.ie">www.carsharing.ie</a> ?
<b>Business and Inter-Site Travel</b>
Is there a corporate policy relating to business and inter-site travel? e.g. use of public transport for specific journeys
Are there company/pool vehicles available for use? How many? What fuel do they use?
What rate of business mileage do employees receive for driving on business?
Is there business mileage allowance for modes other than the car?
Are tele-conferencing facilities available?
Are separate rooms/headsets available?
Do employees know how to use/ book these facilities?
<b>HR Policies</b>
Does your organisation promote flexible working policies such as flexi-time, compressed working week, job sharing, home working?
<b>Local Area</b>
What facilities are available on-site or close by (e.g. shop, bank, dry cleaners, post office)?
How accessible are they?
Are there any proposed infrastructure changes on-site or locally that will affect how employees travel?
<b>Motorcyclists</b>
Are motorcycle spaces provided? If so, how many?
Where are the spaces located? Are they well-lit and sheltered, with CCTV?



<b>Taxi Services</b>
Are there clear information points for local taxi services?
Is there a waiting area for taxis?
Does the site justify a dedicated taxi-rank?
<b>Goods/Service Vehicles</b>
Are there regular courier/haulage deliveries?
Have suppliers reported any problems finding the site or making deliveries on-site?
<b>Other Comments/ Additional Information</b>



# Appendix 8 - Marketing Your Travel Plan

*‘Putting the right product in the right place, at the right price, at the right time’*

Workplace Travel Plans aim to encourage people to change their behaviour, in favour of more sustainable modes of travel. There are likely to be many actions and products to promote sustainable travel already available in your organisation – but if colleagues don't know what they are or how to find out more information, uptake is going to be very low.

Consider developing a simple Marketing Plan to make your Travel Plan more effective. This appendix will give you some ideas for consideration, and some suggestions for ways to promote your travel plan throughout the year.

## Your Marketing Plan

**Identify your Aim** – e.g. to publicise events and activities ('products') that promote more sustainable travel, for the commute and on business travel, in order to reduce the number of single occupant cars travelling to site.

**Brand your Plan** – as part of the Marketing/ Communications Plan for your Travel Plan, visually brand all work relating to the plan, with a consistent look, slogan, identity or logos (see below).



**Identify your Target Audience** – segment your audience (e.g. students, shift workers, people travelling from particular areas, people living close to the site) so that you can target your message and events towards different groups. Remember that your audience will include a mix of people at different stages of readiness for change.

**Identify Communication Tools and Networks** used by the different audiences in your workplace, and use these to communicate with them.

**Identify your Message** – what do you want to communicate about particular modes or events to your audiences? What is

their most attractive feature for that group? e.g. fast journeys by bike, easy but active journeys on foot, save money by car-sharing, enjoy your time to read on the bus etc.

Encourage colleagues to start small, changing one day per week for example. Bear in mind that some people will not be in a position to change their travel habits at present, but may do so at some point in future. Ensure your message/ Travel Plan doesn't exclude these people, as travel to work is something that affects everyone.

## The 'Marketing Mix'

The Marketing Mix is a phrase used to outline key areas to consider when marketing your travel plan. It usually refers to the '4 Ps' of Product, Price, Place and Promotion<sup>6</sup>. When applying this to your Travel Plan, some ideas for consideration are outlined below.

- **Product** – find your 'product' by surveying employees and auditing your site. This will reveal areas that people want to see improved, be it physical changes such as the introduction of cycle parking, or promotional changes such as better information on travelling to your site by public transport.
- **Price** – Your 'price' can be both a carrot and a stick, for example, charges for car parking, or time gained by cycling
- **Place** – Where are your 'products' seen by employees? Are Tax Saver tickets promoted at induction? Does your Cycle to Work supplier come on site with bikes to encourage uptake of the scheme? Is cycle parking/ carsharers parking closer to entrances than 'driver only' cars?
- **Promotion** - how will you promote your products to employees? Will you use intranet, internet, mailshots, payslips, roadshows etc? When is the best time to promote different aspects of your travel plan?

## More on Messages:

Where you are promoting alternatives to the car, highlight the benefits and positives of using a particular mode e.g. 'what's in it for me?' – tax savings, getting fitter, saving time spent in traffic, time to read a book for public transport users, etc.

It is very important that your Travel Plan is not anti-car. Instead it should promote equality among modes and offer more choice and accessibility options to colleagues. Pushing an anti-car message will alienate colleagues, particularly where they have to use their car on occasion or for personal reasons.

Where parking is being reduced or restricted, consider communicating the context, for example reducing costs associated with parking that would otherwise be used by the organisation in its core business; complying with planning permissions; addressing wider congestion concerns, etc.

Remember that people can sometimes fear change! It is very important to communicate what is going on, to get feedback and to try remove barriers to sustainable travel, whether physical or otherwise.

<sup>6</sup> An online search will give more information on the marketing 'Ps'



*Car-sharing Roadshow in Waterford Institute of Technology*



*NUIM car-sharing launch with smoothies for everyone signing up to the scheme*



*Mater Misericordiae Hospital, Dublin – information on getting to the hospital is displayed in easy-to-access links from the hospital homepage, see [www.mater.ie](http://www.mater.ie)*

### Suggestions for Promoting your Travel Plan

Remember to timetable promotional activity throughout the year and to adapt the suggestions below to your site/organisational profile.

#### Short Term Actions

- Liaise with Internal Communications and Unions about your travel plan
- Hold a staff coffee morning to introduce the Workplace Travel Plan or to launch events
- Launch your Action Plan with a smoothie-making bike and healthy snacks in your canteen
- Put travel information for your site online in an easily accessible location and issue it to visitors in advance of visits. Include public transport timetables, location of cycle parking, walking distances from major landmarks, car parking information and a link to the national Journey Planner on [www.transportforireland.ie](http://www.transportforireland.ie)
- Publish Green Commuter profiles, travel tips and other relevant information in staff newsletters, and on notice boards
- Update the induction pack for new employees to include travel information and a one month trial ticket for public transport
- Invite colleagues to register for your organisation's car-sharing scheme at induction
- Link with relevant health promotion campaigns, e.g. Irish Heart Foundation Slí na Sláinte walking routes
- Put a 'suggestion box' in your canteen to invite comments and ideas from colleagues. Award prizes to people for ideas that are implemented

#### Medium to Long Term Actions

- Organise a Green Travel Week / Day on an annual basis, with promotions such as bike sales, bike maintenance, lunchtime walks, discounts on walking and cycling gear, Tax Saver information stands, etc.

- Review the Travel Plan to identify opportunities for promotions and events
- Publicise results of surveys, snapshot surveys and other indicators
- Publicise updates to colleagues on the intranet and in areas of high-footfall on site
- Promote European Mobility Week in September
- Include results in Annual Report & industry publications
- Apply for awards for your Travel Plan, e.g. Green Awards, Chambers Ireland Awards
- Publicise events on site with the aim of increasing participation year on year



**IKEA travel notice boards & travel information**





Cycle Parking at the Mater Misericordiae Hospital, Dublin



Cycle parking at St James's Hospital, Dublin

## Appendix 9 – Promoting Cycling

*Cycling to Work is a great way to ensure a reliable journey time, to save money and to keep fit.*

### Sample actions to promote cycling

#### Cycle Parking

Install or renovate cycle parking. Ideally it should be sheltered, secure, near entrances and well lit. Ensure that keys or access cards or access codes to cycle parking are readily available to employees, and that they know who to contact for them.

#### Cyclists' Facilities

Improve/install showers and lockers for sustainable travellers. If lockers are at a premium, consider allocating them to cyclists as priority.

#### Cycle to work scheme

The introduction and promotion of the Cycle to Work scheme is a very effective way to encourage employees to consider cycling, as well as being an attractive benefit. When employees buy a bike and associated equipment through the scheme, their purchase is discounted at their marginal tax rate (and levies) – so for someone on the higher tax rate, their bike is effectively half price. Employers also save PRSI on every sale – so for a bike costing €600, an employer will save €64.50 in PRSI for an employee on the higher tax rate\*\*.

Depending on the size and location of your organisation, there are a number of options when choosing a Cycle to Work supplier, for example – choosing one bike shop, a number of bike shops, or a Cycle to Work intermediary to supply bikes to your employees.

Remember whichever option you choose, your employees will have to travel to the bike shop or supplier to pick out and collect their bicycle, so ensure it is in a convenient location for employees to get to, particularly for employees without a car.

Ideally your scheme should be open year-round, or in a number of purchase windows throughout the year, to facilitate the maximum number of people to avail of the scheme.



Drying room in ESB, Dublin



Lockers in ESB, Dublin



Shirt Storage Facilities in Arup, Dublin



Once introduced, a very effective way to promote the scheme is to invite your supplier to come on-site with bikes, so that employees see the display, can examine the bikes, and can ask questions and try bikes out before buying.

*\*\*Figures correct as of February 2010.*

*Dell's Cherrywood site introduced a very popular Cycle to Work scheme, initially on a one-off basis to gauge the level of administration involved.*

*The scheme was very popular and the administration was less onerous than expected, so Dell are now offering the scheme to employees in a number of purchasing windows throughout the year.*



*Kits on loan to cyclists in NUI Maynooth*

#### Bike Maintenance Classes

Support both those buying new bikes and those in need of some attention with a bike maintenance class or 'Doctor Bike' tune ups on site. Invite your Cycle to Work supplier or a local bike shop to organise this for you.

#### Visitors Cycling

Provide & publicise cycle parking for visitors.

#### Cycling Networks

Organise regular coffee mornings or bike breakfasts for walkers or cyclists to allow people to network. This can lead to the setting up of a Bicycle User Group (or BUG) to promote cycling further. BUGs discuss common interests and problems, or introduce 'new' cyclists to more experienced mentors in the organisation. Well-organised BUGs or cycling clubs can register with Cycling Ireland: see [www.cyclingireland.ie](http://www.cyclingireland.ie)

#### Fleet Bikes

Buy fleet bikes for staff to use on business during the day or to try cycling before buying a bike. The ESB, the Mater Misericordiae Hospital and the Dublin Airport Authority all have fleet bike schemes in place.

ESB has 10 fleet bikes available in its Head Office on Fitzwilliam Street. These bikes are always in steady demand, and are so popular that other locations have requested fleet bikes for their employees. The bikes are used to get to meetings, to try commuting by bike before making a purchase, or to do personal errands. "The fleet bikes have been a great success. People who haven't been on a bike in years are trying out cycling again before purchasing a bike, or people can use them to get to meetings quickly. The bikes are in steady demand and it's very encouraging to see the level of interest in them from employees generally".

**Michael Downey, Communications Manager, Sustainability (2010).**



### Promote Cycling for Business

Set mileage rates for business travel done by bike.

### Bike Kits

Supply basic bike maintenance kit in reception (e.g. pump, puncture repair kit, visi-vest & lights) and publicise its availability.

### Draws

Provide free cycle accessories (panniers, lights, visi-vest, helmets) in periodic draws for cyclists and link with other cycling promotions on site e.g. Cycle to Work purchase windows.

### Cycle Training

Provide Cycle Training for cyclists who want to gain confidence or who are getting back on their bikes for the first time in years. Cycle training can be done in a number of ways, for example - through a Buddy System where an experienced cyclist shows a route to a new cyclist, or through classes organised with a commercial supplier. Smarter Travel Workplaces can give you contact details of suppliers.

### National Bike Week

Take part in National Bike Week events in June – see [www.bikeweek.ie](http://www.bikeweek.ie)

### National Transport Authority Journey Planner

Publicise the NTA Journey Planner which maps walking and cycling routes in Dublin City, see [www.nationaltransport.ie/walk-cycle-planner.html](http://www.nationaltransport.ie/walk-cycle-planner.html)

### Maps

Put local area maps on display at cycle parking, receptions and stairwells.

If there are local cycling routes, mark these on the maps.

### Fundraising

If your organisation fundraises for charity, consider getting involved in a cycling event, or holding an event with novelty bikes.

### Cycle Challenges

Hold team cycle challenges to encourage people to get back on bikes. Consider giving 'bonus points' to any team with a 'new' cyclist (someone who hasn't cycled for the previous six months) taking part.

The winning team can be based on distance covered, or number of journeys of 10 minutes or more (note that challenges based on number of journeys make it easier for new cyclists to compete). For those employees who are currently inactive, it may be advisable to consult a doctor before starting an exercise programme such as this challenge.

### Did you know?

*If you cycled to work in Dublin, you'd have only an 11% chance of rain falling on you in the morning or evening. The chances of getting wet twice in one day are only 1%! Why not dust off the bike and give cycling a go?!*



ESB Fleet Bike signage



Eircom Cycle to Work display on site



*"To promote more sustainable and cost-effective travel habits amongst employees, Bord Gáis Networks recently opened a new Dry Room in Gasworks Road in Cork.*

*The Dry Room was developed in agreement with a committee of staff representatives who contributed to the design and layout of the room.*

*The room includes open lockers, de-humidifier/heater, drying racks & basic bike maintenance kits.*

*Ladies' & Gents' shower facilities are also provided in the gym area."*

**John Farrell, Project Manager, Facilities & Property Management,  
Bord Gáis Networks (2011)**



*Cycle to Work display*



*Drying area for gear, with bike repair kit*

*"Roughan and O'Donovan Consulting Engineers are based in Sandyford in South County Dublin. Our workplace is full of very active people – many cycle for sport as well as for the commute, in addition there are several members of staff that compete in triathlons and marathons. Sandyford can be a very congested place at peak times in the car, so the bike is a great option to move quickly around the area.*

*When the Smarter Travel Workplaces Cycle Challenge came around in June, we had a great response from people looking to get more active and more importantly, competitive! This interest stemmed from the popularity of the challenge the previous year, while improvements for cyclists including additional shower facilities and bike parking helped with the success this year. The close proximity of our office to the Luas line allows for cycling to be more accessible and appealing to new cyclists in need of a shorter journey, whereby they can combine both Luas and bike as modes of transport.*

*We publicised the event by email and put posters in communal areas and received a great response. 6 teams were organised within different departments allowing for an increased competitive spark to be added to the competition. During the event, there was great banter about who was cycling more, and what could be counted or not. 27% of our workforce took part in the event, which we are very pleased with.*

*This is the second year in a row that Roughan and O'Donovan have won the Best Workplace title in the Smarter Travel Workplaces 10 Minute Cycle Challenge, and we hope to go for three in a row in 2012!"*

**Julie Harkin, Roughan & O'Donovan (2011)**

*Note post script – Roughan & O'Donovan were successful in their bid for three 'Best Workplace' awards in a row!*



*Roughan & O'Donovan with their 'Best Workplace' prize for the Smarter Travel Workplaces 10 Minute Cycle Challenge 2012*



## Appendix 10 – Promoting Walking

*Everyone coming to your organisation is a pedestrian at some point. Nationally 11% of commuters walk to work.*

### Walking Challenges

Walking Challenges are a great way to encourage people to walk more, particularly if they are part of a team competing against other walkers. You can purchase pedometers from sports shops or online, and encourage participants to aim for 10,000 steps per day (unless they are currently inactive, in which case they should consult a doctor before starting an exercise programme).

The Irish Heart Foundation runs in-house walking challenges. See [www.irishheart.ie](http://www.irishheart.ie)

*The Pedometer Challenge hasn't only changed my approach to everyday life – it has improved the quality of life for all our family. Short car journeys are no more. The older kids now walk to school... My wife and younger children walk to the local shops during the week, and we trialled online shopping for the weekly grocery shop last weekend.*

*As a two car family, we are questioning whether or not we need the second car, as my car has not moved since the challenge began.*

*Weekends have also changed. Every weekend, we have walked as a family... We have spent more time with each other and benefitted as a family as a result.*

Kenneth Fairley  
Pedometer Challenge 2011 Participant

In 2011, 3,300 people in 40 companies participated in Smarter Travel Workplace Partner Pedometer Challenge, which saw walking on the commute more than double over the course of the four-week challenge!



**Unum Provident in the UK rewards green commuters with more time off!**  
*Those walking or cycling to work are allowed to arrive ten minutes later than other employees.*

### Maps

Put local area maps on display in receptions and stairwells. If there are local walking routes, mark these on the maps.

### Run it!

Runners (and walkers) in your organisation can search for, or suggest, good routes on [www.mapmyrun.com](http://www.mapmyrun.com)

### Slí na Sláinte Walking Routes

The Irish Heart Foundation can map Slí na Sláinte walking routes around large buildings or campuses. Contact 01 668 5001.

### Umbrellas

Keep umbrellas branded with your organisation's logo in reception to be signed out by employees on rainy days.



*The LEO Pharma Walk signage*



*Walking directional signage in National University of Ireland, Maynooth*

### Lunchtime Walking Routes

Human Resources (or a walking club in your organisation) could organise coffee mornings for interested walkers and suggest some lunchtime walking routes for them. This helps to create a culture of walking within the organisation, which will feed into modal choice on the commute.

You can complement this by advertising other walking events outside work, e.g. orienteering or hiking groups in the local area.

Walking Route Challenges:

- Beat your previous time – encourage colleagues to beat their previous times for walking the route on campus.
- Team relays – which team can complete a relay on your walking route in the fastest time?
- Highlight features on the route that appear at different times of year, e.g. snowdrops or crocuses; birds feeding on bird trays; trees or plants flowering on the route.
- Aim to complete the distance to a country that is of interest to your organisation (or around the earth if you are in a very active organisation!).

### Site Audit

How good is the environment on your site for people walking through it? Ideally it should be attractive, with good natural surveillance and well-maintained footpaths and lighting.

Review your site, looking at 'desire lines' (e.g. do marked paths follow the routes that people want to take, or do they have to go through bushes or grass to get to their destination), footpaths, lighting, surveillance, cleanliness, ease of access, overgrown plants, etc.

Liaise with your Local Authority about issues outside your organisation's site.

### Employee Wellbeing Programmes

Link in with employee wellbeing programmes to promote one-day-a-week walking promotions.

#### Heritage Walk

Link with your Local Authority for Heritage Week walks or other similar events. Heritage Officers' contacts can be found on the Heritage Council's website – [www.heritagecouncil.ie](http://www.heritagecouncil.ie)

#### Branding Walking

Give walkers corporate-branded shoe bags to store their walking shoes once they get to work. This is particularly relevant for organisations with a formal dress code.

#### National Transport Authority Journey Planner

Publicise the National Transport Authority Journey Planner which maps walking (and cycling) routes in Dublin.



# Appendix 11 – Promoting Car Sharing and More Efficient Use of Cars

*If every driver carried another driver, there would be 50% less cars on the road at peak times*

Every day thousands of commuters drive to work on the same routes to the same destinations at the same time as their colleagues. If every driver carried another driver, there would be 50% fewer cars on the road at peak times. Drivers who cannot car-share can still be involved in initiatives to promote more efficient fuel use and overall better use of their car.

## Carsharing

Carsharing can be very appealing as a travel option for those living in areas with infrequent public transport services or travelling long distances.

However, you may find in organisations with high levels of sustainable transport use or very little car-parking, that carsharing schemes don't have the threshold of car drivers necessary to have high-participation in a car-sharing scheme.

Your Travel Plan Coordinator can still encourage those currently carsharing, or considering it, to continue to do so, by including them in 'Green Travel' promotions, but try to avoid encouraging those currently walking, cycling or on frequent public transport services to get in the car on a regular basis.

## Setting up a Scheme

Your organisation can set up a free private online car-sharing site to 'match' colleagues at [www.carsharing.ie](http://www.carsharing.ie). Alternatively you can use a database hosted on your intranet site, where interested employees register their travel and contact details. This more informal approach can work well in smaller



organisations.

Consider launching your scheme with a coffee morning for interested parties, where they can see a 'sign up demo' on the site, and find out more about your organisations' carsharing scheme.

However your organisation facilitates people to match journeys and get in touch, the success of your scheme will depend on how the scheme is marketed, as outlined below.

## Allocating Carsharers' Parking

The single most effective way to encourage people to carshare is to allocate dedicated parking spaces, in prime locations, for carsharers only; for example, close to building entrances. Allocated spaces publicise your scheme as people pass them, and they are also a good incentive to encourage carsharing where parking is at capacity. Consider allocating 10% of your parking spaces for carsharers initially, and review this as your scheme expands.

Carsharing is likely to be happening in your organisation already as, nationally, 4 % of commuters travelled as a car passenger on the journey to work in 2011 (CSO).

The need for monitoring of the spaces will depend on the site in question. Permits can be issued to monitor use of the car-sharing parking spaces, as well as helping your organisation record the number of active car-sharers.

Security or parking management can do occasional patrols to check that permits are on display. Other organisations with carsharers' parking have also found that natural surveillance is very effective at discouraging abuse of carsharers' parking.



*Pfizer in Grangecastle re-launched their car-sharing scheme, with more carsharing parking spaces allocated in priority locations, and with contractors invited to partake in the scheme.*

*With 43% of employees open to considering car-sharing, there is significant potential to reduce pressure on parking spaces, carbon emissions, and fuel costs for employees (2011).*



### Car-Sharing Policy

As part of the development of your carsharing scheme, draw up a policy for how the scheme will operate. Some points to consider are:

- Who will have access to the scheme, e.g. employees, contractors, visitors, students.
- Will carsharers' parking be allocated?
- Will parking permits be required to use this parking? How long are permits valid for?

You will find sample car-sharing policies to adapt for your site by searching online.

The lease of car parking spaces can cost €2000 per annum – this could be halved if two drivers car-share on a regular basis.



*National University of Ireland Galway launch their carsharing scheme*

- Giving a token to all employees who sign up within a particular time period or to the first 50 registrants. This can be seasonal if it's arranged around a launch or demo event, e.g. Easter eggs, mince pies or ice cream giveaways.
- Do periodic draws for car-sharers once the scheme is up and running. Prizes might include vouchers for car-washes or car-servicing.
- Raffle a space. Put all carsharing groups in a draw to use a priority parking space for a month. Choose a desirable location on your site for this prize space.
- Organise coffee mornings for potential carsharers to meet each other and discuss the scheme, particularly where your organisation has large groups of new employees starting throughout the year. Demonstrate how to sign up to the scheme at that time.

When communicating with employees about your organisation's carsharing scheme, be sure to impart that:

- Employees are not required to car-share every single day – they can work out what suits them with the person they are sharing with.
- Demos or social events to launch car-sharing are 'no pressure' and people do not have to sign up immediately.
- Car-sharers can stop car-sharing at any point if their circumstances change, or they no longer wish to share.

### Getting People Involved

Once your organisation marks out carsharing parking spaces, this alone will generate conversation and interest in the scheme. Other ways to engage employees include:

- Officially launching your carsharing website with a demo for all attendees. Consider providing refreshments to get people along.



*NUI Maynooth – Allocated parking for carsharers*



In **South Dublin County Council**, 50 prime car parking spaces have been put aside for car-sharers, driving with two or more people and holding a car-sharing permit.

The car-sharing parking spaces are available to any driver using the car park after 10am. If a car-sharer needs to leave on business during the day, he / she can reserve their space for their return by putting a traffic cone in the space (2010).



#### Guaranteed Ride Home Scheme

A 'Guaranteed Ride Home' is a scheme that ensures that car-sharers (or other sustainable transport users) can get home if he / she find themselves unexpectedly without a lift home, due to their car-sharing partner having to change their travel plans.

This scheme can include taxi, bus or train fares, and puts people's minds at ease about getting involved in a car-sharing arrangement, as they are not worried about being stranded if their lift cancels. Consider setting up an account with a local taxi firm to make the booking and payment process smoother.

The experience in the UK is that actual usage of the Guaranteed Ride Home scheme is very low, and a budget of £100 per annum covers most organisations<sup>7</sup>. If costs are rising above this, then you may need to examine your scheme, or address why employees are regularly leaving work outside their normal hours.

[More FAQs on carsharing benefits and etiquette can be found on www.carsharing.ie](http://www.carsharing.ie)

#### Consider Financial Implications of the Scheme

It is suggested that drivers and passengers share the cost of fuel, parking and tolls. Drivers should not make a profit from sharing a car as this can invalidate their insurance and tax. If car drivers have any concerns, they should contact their insurance company directly. The Irish Insurance Federation advises that car sharing will not affect a driver's insurance as long as:

- The vehicle is not built or adapted to carry more than eight passengers excluding the drivers;
- The passengers are not being carried as part of a business of carrying passengers;
- The owner does not make a profit from the total money they receive for the journey; and
- Agreement is made prior to the journey commencing.

If an insured person who is going to take part in a car sharing group has any doubt about their insurance cover should clarify same with their insurer.

With regard to passengers being covered, passenger cover for private cars is compulsory under the Road Traffic Acts. Once the policy is in order there is no problem.

*By car-sharing just once a week, employee fuel costs can be cut by 20% and employer space requirements by 20%*

**Apple in Hollyhill in Cork are supporting car-sharers through their 'Commute Club'.** Any employee travelling by sustainable means (including car-sharing, walking, cycling and public transport) has access to taxi vouchers to use in case of emergency, where their usual mode of travel is unavailable (2011)

<sup>7</sup> From Transport for London Car Share Guide p22



## Making More Efficient Use of Cars

### Eco-Driving Training

Where employees have to drive for work or for their commute, consider offering them advanced driver training, covering fuel savings, maintenance, driving in inclement weather, etc.

For companies with large fleets, the potential savings from this training can be significant.

### Audit Business Travel Policy

E.g. business mileage, policy on international flights, flexi-time, expenses etc. Consider incentivising more sustainable modes for the same journeys, or introducing alternatives to travel, for example, tele-conferencing. Your organisation could also consider introducing a policy where any travel undertaken by car must be logged in advance in a publicly-viewable calendar, to facilitate car-sharing for business trips.

### Offer a Business Travel Mileage Allowance for Walking/ Cycling/ Carsharing/ Public Transport

Introducing business travel allowances for modes other than the drive-alone car can be done as both a cost and time-saving measure.

RTÉ has a bicycle allowance in place at €0.63 per mile, up to ten miles either way<sup>8</sup>. Employees using their bicycles when on duty are required to adhere to best safety practice and to comply with legal obligations with regard to cycling a public road or cycle lane.

If your organisation wishes to incentivise cycling/ walking for business, consider offering an allowance which is equitable when compared to using the car for the same journey.

### Choosing Vehicles

If your organisation is choosing fleet vehicles, or if employees are interested in replacing their own vehicles, consider hosting an information session on fuel mixes, electric vehicles, engine sizes, car tax bands, etc.

**eircom** commenced a pilot Safe and Fuel Efficient Driver Training course in June 2009, following the success of an in-house trial. The course is based on the UK Department for Transport equivalent, using the same consultancy group, AEA Technologies. It is expected that fuel consumption will reduce by 7% over the course of the programme and beyond, and accident statistics will improve. As of November 2009, over 100 employees had undertaken the training, supported by the Sustainable Energy Authority of Ireland.



ESB electric vehicle/car-sharers parking, Wilton, Cork

*As part of our Travel Plan we have introduced an allowance per km for people who either walk or cycle to work instead of drive. This is 39 cent per mile and KPMG will pay any Benefit in Kind tax incurred by the employee as this would be seen as a benefit.*

**Karina Howley, Head of Corporate Social Responsibility, KPMG (2010)**

<sup>8</sup> Figure correct as of 2010



# Appendix 12 – Optimise Use of Car Parks

## *Promoting modes other than the single occupancy vehicle will reduce pressure on car parking spaces*

Managing access to, and use of, car parking spaces will impact on the number of people choosing to drive alone to work. Some options to manage your organisation's car parking are outlined below.

### What's in a Parking Space?

Where car parking spaces are leased, an organisation will know what each space costs the organisation per annum.

For organisations where parking is not leased, 'invisible' costs associated with parking can include:

- Maintenance costs
- Insurance
- Security – both personnel and lighting/ CCTV/ fencing/ barriers
- Land purchase
- Ground works/ surfacing
- Street furniture (signage/ bins)
- Administration – including personnel and software

Where expenditure that would have been directed towards car parking is used to promote other modes, an organisation can reduce costs associated with parking, while also addressing employee wellbeing by providing access to alternatives to the car for the commute.

### Introduce Permit Parking

Permit parking can be a useful way to restrict access to car parking resources, particularly if priority parking is required (e.g. business requirements, late term pregnancy, carsharers' parking).

Options to consider when introducing parking permits include

- Removing 'reserved' carparking spaces, other than parking for those with mobility issues, carsharers or employees in late term pregnancy
- Allocating parking permits on a 'needs' basis with priorities defined by employees. Categories of priority might include those with mobility issues, shift workers, employees in late-term pregnancy, employees with carer's duties, carsharers, those using a car for business, or employees travelling long distances with limited access to public transport.
- Allocating permits based on job requirements
- Charging an administration fee to issue parking permits. Besides covering administration, this fee can be used to fund promotions for other modes, and to reduce the attractiveness of driving as it incurs a cost to park at the employer's site.

If your organisation already has parking permits in place, consider:

- Inviting all employees to re-apply for permits on an annual basis. This allows Facilities to remove old permits from the

system and to get a more accurate picture of who is actually accessing your organisation's car parks

- 'Buying back' parking permits from employees or exchanging permits for other perks
- Introducing a 'cash out' scheme, where a bonus is awarded to every employee at the start of the year, with deductions being applied every time the employee uses the car park.

### Managing Parking

Some of the following will aid your organisation in managing use of car parking spaces.

#### Introduce Clamping:

For cars parked outside designated parking bays or not displaying the relevant permits.

Having to pay a release fee to remove a clamp is a very effective deterrent to informal parking.

#### Require a Senior Manager to Sign Off:

When employees wish to use a car for business travel and to park on site (or claim expenses for parking). Link travel costs incurred in this manner to the Department budget.

#### Increase Cycle Parking Provision

and ensure it is covered and well lit. Ten cyclists can park their bikes in the space needed to hold one car, so the more employees are facilitated to cycle, the more car parking spaces are freed up.



### Introduce Booking Procedures for Car Parking Spaces

For example, this could be an online 'click and park' booking system before coming on site.

### Introduce Parking Fees

Depending on location, your organisation may wish to look at introducing parking fees for staff/ visitors. Consider ring-fencing funds raised for sustainable travel e.g. cycle parking or a shuttle bus. Options for charging include:

- Administration fees for permits
- Sliding scale of fees based on employee salary
- Break-even operation of car park
- Daily parking rates
- Discounted parking
- Maximum car parking entries per year per staff member with payment required for subsequent entries
- Fees during peak hours or for use of spaces in most demand

Note that pay-as-you-go parking fees are more effective at reducing cars coming on site than annual parking charges – as those who have paid for the year for parking have less incentive to leave their car at home.

**Pfizer in Kent operate a parking 'cash out' system. Staff are credited £2 per day when they do not bring a vehicle on to the site.**

**The scheme also extends to carsharers and motor bike users, and is credited to salaries at the end of the month.**

**Pfizer has achieved a 12% shift from single-occupancy vehicle use and 15% increase in carsharing<sup>9</sup>.**

### Identify Car-Parking as a Benefit

Where employees have access to car parking, it can be worthwhile highlighting the value of this benefit.

**"KPMG incentivise people not to take a car park space by offering them a cash alternative, this is an innovative way of getting people not to drive"**

**Karina Howley, Head of Corporate Social Responsibility, KPMG (2010)**



Reserved car parking for Expectant Mothers in Genzyme, Waterford

Provide & publicise cycle parking for visitors online and in advance of meetings/visits.

<sup>9</sup> National Business Travel Network: The Essential Guide to Travel Planning (2008)



# Appendix 13 – Promoting Public Transport

*Tax Saver Commuter tickets for public transport save employers up to 10.75% PRSI for every ticket sold!*

## Promote Tax Saver Commuter Tickets

Tax Saver commuter tickets for public transport save employers up to 10.75% PRSI per ticket sold, so every ticket costing €1000 will save an employer €107.50 (for someone on the higher tax band)<sup>10</sup> while also reducing the need to provide a car parking space.

Employees save their marginal tax rate and levies on the price of their ticket – making tickets roughly half price for someone on the higher tax rate.

Employee Travel Surveys often reveal that employees who are regularly using public transport on the commute do not avail of Tax Saver tickets – possibly because they are not aware of the savings, or that their employer offers them, or who to contact to buy tickets. This means they are missing an opportunity to reduce their travel costs by up to 50%.

Both public and private transport operators can sell Tax Saver tickets – contact private operators directly for details of their commuter tickets, or see [www.taxsaver.ie](http://www.taxsaver.ie) for information on public operators.

## Effective Promotion of Tickets:

- Introduce annual tickets for those travelling by public transport on a regular basis throughout the year, and monthly tickets for employees on shorter contracts, spending time working at client sites or using active modes of travel during summer months.
- Allow the cost of annual tickets to be deducted from employee salaries over the course of the year, as a one-off payment can be prohibitive for employees
- Increase the length and number of purchase windows to allow employees to avail of tickets throughout the year
- Communicate savings involved - Even those employees travelling part time on public transport could make significant savings by purchasing Tax Saver tickets instead of paying per use.
- Publicise the availability of the scheme in employee inductions, handbooks, with payslips or posters on site.
- Larger employers can hold Tax Saver roadshows, with operators coming on site with information about services and tickets. Contact:
  - > Irish Rail – [taxsaver@irishrail.ie](mailto:taxsaver@irishrail.ie) or 1850211777
  - > Dublin Bus – [taxsaver@dublinbus.ie](mailto:taxsaver@dublinbus.ie) or 1850211777
  - > Bus Éireann – [taxsaver@buseireann.ie](mailto:taxsaver@buseireann.ie) or 1850211777
  - > Luas – [taxsavers@luas.ie](mailto:taxsavers@luas.ie)
  - > Private operators – contact relevant operators directly



Microsoft Travel Roadshow

## Encourage Use of Public Transport for Business Travel

Review business travel policy to promote the use of public transport for meetings.

Employees can claim expenses with ticket receipts, or employers can further facilitate use of public transport by providing pre-paid tickets at reception for sign out. Employers in the Greater Dublin Area can provide company LEAP cards (see [www.leapcard.ie](http://www.leapcard.ie)). Publicise availability of tickets to all employees so they are aware of them.

## Real Time Passenger Information

Public transport users can get accurate information about when their bus, train or Luas is due to arrive at their stop, as well as information on subsequent buses/trains/Luas through the following means.

### Dublin Bus

- > **By TEXT:** Get the time of the next 4 buses from any bus stop on the Dublin Bus network directly to your mobile phone by texting your bus stop number to 53035 (e.g. text '1234' to 53035). Stop numbers are displayed on the top of all bus stops in the Dublin Bus network. You can refine your selection at busier stops by including your route number (e.g. text "bus stop number" then a space, followed by your "route number" to 53035. Costs 30c per message received. Network operator charges may apply.
- > **By APP:** You can download the official Dublin Bus App (Biznet developers) from the iPhone app store or Android Market Place.

<sup>10</sup> See [www.taxsaver.ie](http://www.taxsaver.ie) or [www.revenue.ie](http://www.revenue.ie) for most up to date savings details



- > **Online:** You can search for real time information on [www.transportforireland.ie](http://www.transportforireland.ie) or on [www.dublinbus.ie](http://www.dublinbus.ie). You will get more relevant results if you have your bus stop number, however, if you don't know your stop number, try searching by bus route or street address.

At the time of publication, real time passenger information was being rolled out for Cork, Limerick Galway and Waterford (see [www.transportforireland.ie](http://www.transportforireland.ie)).

#### Next DART service

Customers with any mobile phone on any network can text DART followed by their station name (e.g. DART PEARSE) to the DARTXT number 53700, and DARTXT will reply with the times of the next DARTs in both directions, using real time information.

#### Next LUAS service

Live information for both the Red and Green lines can be found at [www.luas.ie](http://www.luas.ie)

#### Next National Rail Service:

Live train and station updates for Irish Rail can be found on [www.irishrail.ie](http://www.irishrail.ie)

#### Other Operators:

Some private operators may provide real time information for their services. Contact operators directly.

#### Maps

Print out A3 maps of the nearest public transport stations/ stops with the distance and approximate walking times from your organisation.

#### Liaise with Local Providers

Contact local providers about issues such as locations of bus stops, timing of routes or particularly where you have market information about a potential new service.

#### Shuttle Buses

Shuttle buses involve a significant level of investment to get up and running.

If your organisation is considering introducing a shuttle bus, take into account the following:

- > It may be more cost-effective and useful to employees to subsidise an existing service to include your site, instead of setting up a separate competing service.
- > Get a firm commitment from employees to use the shuttle for particular journeys, to ensure it is well used on a regular basis.
- > Consider introducing restrictions on free car parking on your site when introducing the shuttle bus
- > Run the shuttle bus in conjunction with other employers in the local area or business park.
- > Examine routes and timetables to be as efficient as possible, with scheduled pickups/ drop offs at public transport nodes.
- > Run the bus in split shifts at peak demand times (for example, running from 7.30am to 10am from a train station to your site, and doing the return journey from 4pm until 7pm in the evening).
- > Using the bus to do mail runs if it is going between two office locations.
- > Branding the bus so you are generating publicity for your travel work.
- > Choosing a more environmentally-friendly vehicle.

#### Reducing Carbon as a Corporate Target:

Vodafone Ireland is engaged in a wide-reaching plan to reduce carbon associated with their operations.

Employee and business travel are key issues being addressed. As part of the plan, Vodafone audited their employee shuttle bus, and adjusted times to match other organisations located in the Mountainview Business Park.

This made the shuttle bus route more efficient for employees and more effective for Vodafone from a cost and carbon point of view.



# Appendix 14 – Smarter Working

## Promoting flexible working practices to reduce car travel

The introduction of flexible working practices can have a significant impact on employee wellbeing, return from maternity leave, absenteeism, and pressure on your organisations car parking. This section outlines some ways your organisation can promote more flexible working practices.

### Promote Video and Tele-conferencing:

Employees are often aware of the existence of video- or tele-conferencing facilities in an organisation, but aren't familiar with how to operate them or how to resolve technical problems. An employee travel survey will reveal the extent to which people are aware of facilities, aware of how to use them and willing to use them instead of travelling for meetings.

Consider some of the following to improve uptake of video/ tele-conferencing in your organisation:

- > Introduce or upgrade equipment
- > Publicise locations of equipment currently available, and how to book it
- > Carry out workshop on how to use video/tele-conferencing equipment, and virtual meeting etiquette/ best practice
- > Develop an FAQ or troubleshooting guide, and ensure employees have access to it online and with equipment
- > Make it company policy that video/ tele-conferencing should replace face-to-face meetings where appropriate

*“For Dell, investment in video-conference technology has reduced employee travel around the world, reducing employee downtime spent on travel or away from their families. Dell is also promoting the Cycle to Work scheme and Tax Saver tickets for public transport, alongside our successful car-sharing scheme. Really for us, this is all becoming a ‘win-win’”.*

**Denis Lucey, Director EMEA Technical Customer Services.**

Technology-based alternatives to travel have helped Vodafone Ireland achieve a 45% reduction in air travel Greenhouse Gas emissions in just one year. Within the last year, Vodafone Ireland has expanded its video-conferencing facilities from 3 rooms to 12, and high quality video-conferencing facilities are now available to all staff. The company is also piloting the use of web-conferencing (all staff have access to computer webcams and headsets) and online moderated discussion workshops. With the help of staff training, alternatives to travel such as video and web-conferencing are now part of ‘business as usual’ at Vodafone Ireland.

Looking to the future, the company expects that advancement in communications technology in the next few years will allow its business travel to be reduced to an absolute minimum.

“The adoption of communication technologies such as video-conferencing is deeply embedded in our environmental strategy, and has been fully supported by our CEO and Senior Management. This level of commitment has proven essential for the sustained success of our Green Agenda and has been an enabler in bringing down our carbon emissions”, Laura Turkington, CSR Manager, Vodafone (2011).



Video-conferencing in Dell, Cherrywood



### Introduce Flexi-Time

The introduction of flexi-time allows employees on infrequent public transport routes to use public transport occasionally, and may reduce pressure on car parks as employee arrival times are staggered.

### Introduce Home-Working

Gauge interest in home-working from your employee travel survey and liaise with Managers about the possibility of home-working for some or all of your colleague's work. Home-working reduces staff commuting time and can also free up desk space for use as 'hot desks'.

### Introduce Compressed Working Weeks

Allowing employees to work a four day week or nine day fortnight, but working longer days, will reduce the number of employees travelling on-site on any given day. This will reduce their time and costs associated with the commute, while also reducing pressure on car parks for employees who drive to work.

### Highlight Policies at Recruitment

Where new employees are being recruited, make them aware that free car parking is not available, but that flexible working practices and alternatives to the car are encouraged.

**British Telecom in the UK** has 12,239 registered home-workers running home help-desks for customers.

According to the BT Local Business Managing Director, David Hamer, BT saves £40m per annum on accommodation (£350m as of September 2008) and has increased productivity by an average of 15%, up to 31% in some cases.

Sick leave has been reduced to 1% on average, and retention of employees has been significantly improved, with a 99% return from maternity leave compared to the national average of 70%<sup>11</sup>.

<sup>11</sup> Hamer, D. (2008) A New Way of Working? Travel Plans and Business Benefits. [www.nbtn.org.uk/pool/files/bt%20presentation.ppt](http://www.nbtn.org.uk/pool/files/bt%20presentation.ppt); accessed 22 June 2011



# Appendix 15 – Useful Links and Resources

*Please note that the National Transport is not making recommendations for any of the suppliers listed below, and your organisation will find other suppliers beyond the list given below. The links listed are just to give a flavour of the type of products/ services that are available.*

## Workplace Travel Plans

[www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie)  
[www.ways2work.bitc.org.uk](http://www.ways2work.bitc.org.uk)

## Sustainable Travel

[www.smartertravel.ie](http://www.smartertravel.ie)  
[www.sustrans.org.uk](http://www.sustrans.org.uk)  
[www.nationaltransport.ie](http://www.nationaltransport.ie)  
[www.dttas.ie](http://www.dttas.ie)  
[www.eltis.org](http://www.eltis.org)  
[www.mobilityweek.eu](http://www.mobilityweek.eu)

## Getting Active

[www.getirelandactive.ie](http://www.getirelandactive.ie)

## Public Transport Information

[www.transportforireland.ie](http://www.transportforireland.ie)  
[www.taxesaver.ie](http://www.taxesaver.ie)

## Cycle to Work Scheme

[www.revenue.ie](http://www.revenue.ie)

## Walking challenges

[www.pedometerchallenge.ie](http://www.pedometerchallenge.ie)  
[www.irishheart.ie](http://www.irishheart.ie)

## Cycling

[www.cyclechallenge.ie](http://www.cyclechallenge.ie)  
[www.dublinbikes.ie](http://www.dublinbikes.ie)  
[www.irishcycling.com](http://www.irishcycling.com)

## Cycle to Work scheme

[www.revenue.ie](http://www.revenue.ie)  
[www.bikescheme.ie](http://www.bikescheme.ie)

## Designing and Planning for Cycling

[www.cyclemanual.ie](http://www.cyclemanual.ie)  
 Transport for London Workplace Cycle Parking Guide  
 See p16 for technical guidance on space allocations for cycle parking  
<http://www.tfl.gov.uk/assets/downloads/businessandpartners/Workplace-Cycle-Parking-Guide.pdf>

## Walking/ Cycling Routes

[www.mapmyride.com](http://www.mapmyride.com)  
[www.mapmyrun.com](http://www.mapmyrun.com)

## Car Sharing

[www.carsharing.ie](http://www.carsharing.ie)

## Misc.

Copenhagen Cycle Chic - Bikes, style and Copenhagen



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