



## Workplace Travel Plan

### A Guide for SMEs



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# 1. Getting Started

## 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, carpooling, the use of technology such as online meetings instead of travel, and flexible working practices.

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.

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

A Workplace Travel Plan consists of a package of measures which 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.

## 1.3 Benefits of introducing 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;
- Enhanced employee wellbeing and teambuilding opportunities;
- Reduced carbon emissions associated with travel;
- Land formerly used for 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 'Sustainable and Green' profile;
- Compliance with planning permission conditions;
- Reduced pressure on parking spaces so they are available to those with most need;
- Reduced absenteeism; and
- Reduced employer's PRSI payments (through Cycle to Work or Tax Saver ticket for public transport schemes)

Workplace Travel Plans are a smart business strategy, adopted by many employers in Ireland, the UK, and internationally. Organisations undertake them as a core business management strategy, regularly receiving accreditation and awards.

Workplace Travel plans have been shown to reduce single occupant car use. Reductions have been dependent on the extent of the Travel Plan and site-specific issues, with these reductions representing significant cost and time savings to an organisation.

While Workplace Travel Plans can include some ‘hard’ measures (for example, infrastructure such as cycle parking, cycle lanes, showers, or lockers), they are primarily focused on ‘softer’ measures (for example, promotion, marketing, events). Many of the actions in Workplace Travel Plans are low-cost, highly visible, and contribute to a culture of sustainability within the organisation.

#### **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: National Development Plan 2021-2030; National Planning Framework 2040; Climate Action Plan 2023; the Greater Dublin Area Transport Strategy 2016-2035 and Connecting Ireland – Rural Mobility Plan. In addition the BusConnects Dublin programme includes the Network Redesign and Core Bus Corridors. BusConnects is a key component within a number of Government and regional policies mentioned above.

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**

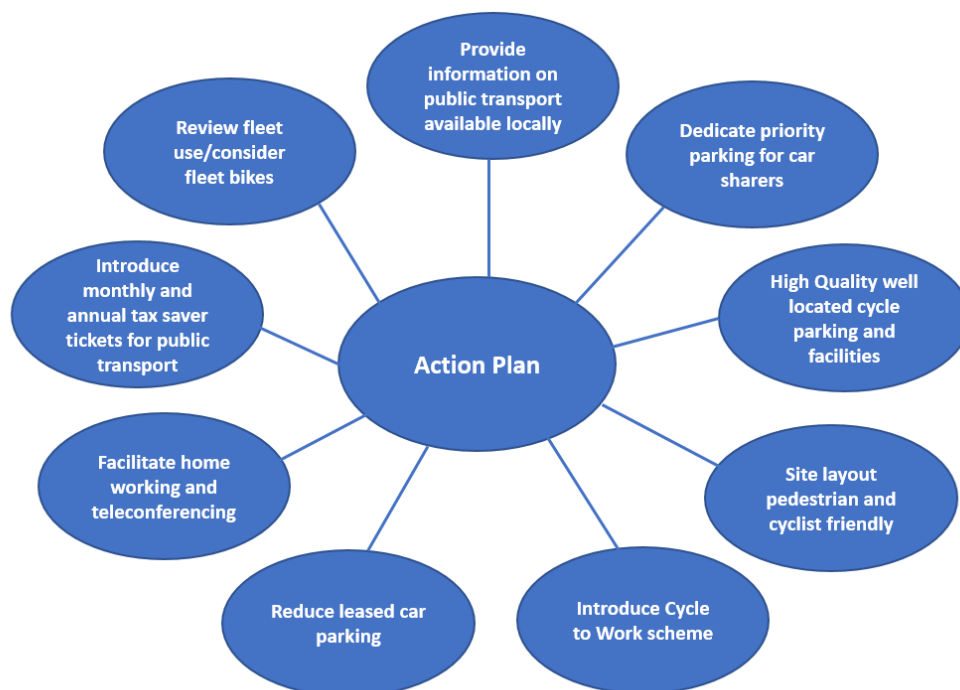
Essential resources for a successful Workplace Travel Plan include senior management support and a dedicated person or working group responsible for implementation.

Existing personnel from various departments can form a Steering Group to ensure cohesive and effective actions.

Adequate time and budget resources must be allocated for successful implementation. Without time and resources appropriate to your Action Plan, change may not be successful. A sample Action Plan in Appendix 4 provides guidance for possible actions, giving you a guide to the

range of actions possible for your site. A Workplace Travel Plan is an on-going process, so actions that cannot be resourced at present can be re-examined at a future point.

Even employees working in sites which are very car-dependent are open to exploring travel options. This desire can be linked to factors such as health, fitness, cost, stress or time, which offers a range of potential opportunities for engagement, whether regularly or occasionally.



*Figure 1 Some Sample measures that can be incorporated into an Action Plan.*

*Table 1: A guide to the process of implementing a Workplace Travel Plan.*

<b>Year 1</b>	<ul style="list-style-type: none"> <li>• Sponsor or 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, or Steering Group based on Employee Travel Survey, Site Audit and Organisational Policy Review.</li> <li>• Sponsor or Steering Group agrees on Action Plan or timelines or Personnel responsible or resources available.</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>• Coordinator, HR, Facilities, Communications, Corporate Social Responsibility, Green Team, or 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 or Steering Group.</li> <li>• Coordinator updates Action Plan and continues implementation.</li> </ul>
<b>After each event annually or 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 or Corporate Social Responsibility (CSR) publicise activities and seek accreditation or honors for work undertaken.</li> </ul>



## 1.6 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.

The Coordinator will need more time initially to get actions underway, 12-18 months, but the time commitment will reduce as the plan becomes embedded and is in ‘maintenance’.

Many actions in the plan are likely already part of someone's role. For example, HR will already be involved in promoting employee wellbeing, and may be administering Tax Saver tickets or the Cycle to Work scheme. The Office Manager or Facilities will be involved in parking management. The IT Department may be promoting online meetings and conferencing.

The Coordinator's role is to bring parties together and enhance your sustainable travel offerings through effective promotion and communication. The Coordinator must be supported in time, resources and funding by a Senior Sponsor or Steering Group.

## 1.7 How much time will a Coordinator need to implement the Plan?

As a guide to determine the time needed to implement the Workplace Travel Plan, see table 3.1 below. Note, this is purely for guidance, your organisation may need to dedicate more or less time to your plan, depending on the actions being implemented.

The Coordinator role must be a dedicated responsibility, whether voluntary, part-time, or full-time, with assigned time for effective implementation to avoid becoming over-burdened. Regular review of time allocation is recommended by a Senior Sponsor or Steering Group.

Type of Employer	Size	Suggested Coordination
Micro Employer	Fewer than 10 employees	Green Team, part of HR, Facilities or other role
Small Employer	Fewer than 50 employees	Green Team, part of HR, Facilities or other role
Medium Employer	Fewer than 100 employees	Part-time role for 12 months, Green Team, part of HR, Facilities or other role

Table 2 Guidance on Travel Plan Coordinator Thresholds



## 1.8 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 or 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, engaging and prepared to lead by example. An interest in environmental issues can be helpful for the Coordinator, but it is also important that they understand and engage with individuals on the variety of areas that will interest their colleagues for example money-saving, health-promotion, time savings, ease of access, green issues, etc.

The Coordinator will be engaging colleagues in a habit and behavioural change. Awareness of the tools and principles of Community Based Social Marketing (CBSM) and behavioural change would be an advantage. 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* (2011) Doug McKenzie. For information on behavioural change, search online for 'theories and models of behavioural change'.*

## 1.9 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 (or visitor) travel survey and analysis;
- Developing the travel Action Plan to promote walking, cycling, public transport, carpooling, technological alternatives to travel, flexible working practices and more sustainable business or fleet travel (where relevant);

- Presenting a business case for the travel plan, making the case to undertake this work;
- Designing communication or marketing strategies to promote your organisation's Travel Plan;
- Liaising with internal departments and stakeholders – for example Office Manager or Facilities, HR, Finance, Communications, Green Teams, IT;
- Organising and coordinating events in the travel Action Plan and attending staff inductions;
- Acting as a point of contact for external stakeholders;
- Development of relevant policies in conjunction with HR, Facilities, IT, for example business carpooling, remote working or parking permit policies and travel mileage allowances;
- 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 successes and reporting to stakeholders.

#### **1.10 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.

#### **1.11 Training for the role**

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

#### **1.12 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 Travel Plan, it should be representative of your organisation generally. It may be that one area of your organisation will take the lead, for example HR, Office Manager or Facilities, and inform other sections of key decisions. Workplace Travel Plans achieve the goals of many parts of an organisation, so your Steering Group can involve:

- Human Resources;
- Office Management or Facilities;
- Corporate Social Responsibility;
- Finance;
- Marketing and Communications Team;
- Green Team;

- Sports Officers or Clubs;
- Fleet managers;
- Union representatives
- Security; and
- Any manager whose department generates business mileage or deals with employee wellbeing.

### **1.13 What does the Sponsor or Steering Group do?**

Sample actions required of the Sponsor or 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, touching on corporate social responsibility, environmental management and employee wellbeing; and
- Supporting the Travel Plan Coordinator to plan for future events or actions.

### **1.14 Collaborating with other SMEs**

For small and medium-sized enterprises (SMEs), it may be beneficial to collaborate with neighbouring businesses to develop a unified travel plan. This is particularly relevant in areas where there is a strong sense of community, such as a business park with a single owner or landlord, or where the brand is crucial in attracting new customers.

Advantages of such a plan could include sharing resources, like bike maintenance classes or carpooling schemes, and sharing facilities like cycle parking and car parking. This can reduce the need for investment in new infrastructure while adding weight and credibility to engagement efforts when liaising with landlords or local authorities.

However, it is important for SMEs to start with internal actions and surveys before taking on a wider remit. This will allow your organisation to demonstrate an appetite for engagement and to demonstrate success with internal activities, before taking on a wider remit.

### **1.15 Appointing a Travel Plan Coordinator**

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

## 2. Implementing Your Travel Plan

- **Review Your Travel Patterns and Policies**
- **Identify & Implement Actions**
- **Monitor Your Action Plan**

### 2.1. Review Your Travel Patterns and Policies

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.

### 2.2 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 or walking;
- Parking policy (allocated spaces, carpooling spaces, visitor parking, cycle parking, and so on);
- Online meeting or video conferencing policy;
- Fleet vehicle policy;
- Delivery times and 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 or topics in your Employee Travel Survey, for example; Is remote working or home working offered to employees as part of company policy?

### **2.3 The Employee Travel Survey – Preparing to 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 carpooling, a lack of knowledge on how to operate online or 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.

### **2.4 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 (for example percentage walking, cycling, using public transport, carpooling, remote working, or 'other');
- 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 walking, cycling, carpooling and public transport;
- Opportunities to promote online meetings, video conferencing or remote working; and
- Business travel requirements.

## **2.5 Questions to Ask**

The questions you ask in your Employee Travel Survey should give you the 'key results' outlined in 2.4 above. You will find a sample Employee Travel Survey in Appendix 2; this is quite a comprehensive survey and will cover most aspects of your colleagues' travel habits. You can adapt this template for your site or 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 for example 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.

## **2.6 Piloting your Survey**

Before launching your survey, ensure you pilot it with some colleagues 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.

## **2.7 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 or 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. 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.

## **2.8 Surveying**

Surveys can be completed online (using a survey website). Survey links can be downloaded on mobile phones using a QR code making it easy for people to respond to the survey or where employees do not have access to computer.



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.

## **2.9 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 very useful guides for Data Controllers and Processors handling confidential information. You can download these guides on the Data Protection Commissioner's website - [www.dataprotection.ie](http://www.dataprotection.ie).

## **2.10 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 consider include holiday periods (especially school holidays), seasonal weather and daylight variations, and other factors specific to your organisation, for example, 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 workday get a higher response rate and quicker response rate than surveys sent at other times of the day.

## **2.11 How Long to Survey For?**

Once your survey is launched, you can leave it open for up to two 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. Include the link to the survey if you are surveying online.



If, after the two-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.

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

Keep an eye on who is responding to your survey, to ensure you are not missing any group, for example, 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 or incentives, ideally most employees would respond to your survey. However, you can judge whether 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%.

## **2.12 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 going to liaise with your Local Authority or transport providers, neighbouring employers and so on.

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

## **2.13 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.

## **2.14 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 1). 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, for example, 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 for example, canteen, noticeboards, cycle parking, stairwells, lifts, toilets.
- 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, bike lights or sweets, give them to people as they complete the survey.
- Where employees do not have regular access to PC terminals, use QR codes so employees can complete the survey on their mobile phones if using an online survey. You can also make PCs or tablets available to these employees to allow them access the survey.

## **2.15 The Employee Travel Survey – The Results**

Once the Sponsor or Steering Group is satisfied with your organisation's Travel Survey response rate the survey can be closed. At this point, the Travel Plan Coordinator can review results to pick out key themes and figures. You can examine the results on a mode by mode basis for example cycling. You will find a template analysis guide showing survey 'headline results' for all modes or business travel in Appendix 3.

## **2.16 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 or 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.

2.17 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 ABC:**

- 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.

*Potential for Cycling Promotion in ABCD Ltd.*

**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**

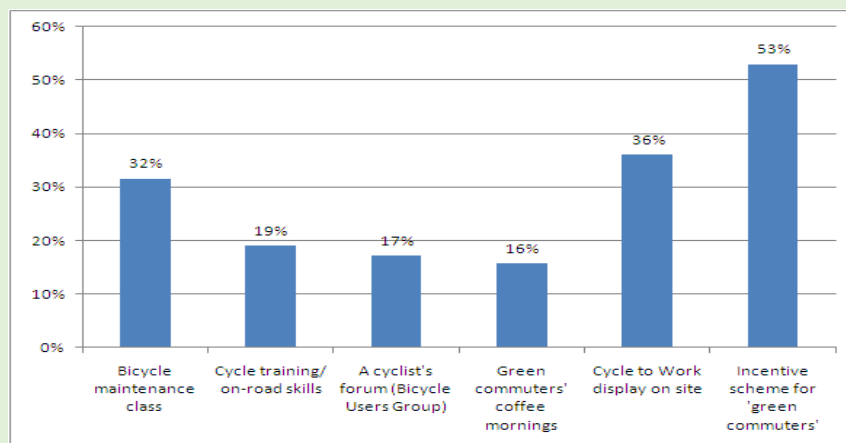
Many respondents would be interested in having a more active commute if particular facilities were improved, as illustrated in the figure below:

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

Facility Improvement	Yes	No	Don't know
Shower areas increased/improved	182	101	23
Lockers provided	207	93	19
Drying room for gear provided	167	99	22
Cycle parking increased	123	116	28
Cycle parking moved closer to entrances	85	123	36
Cycle parking covered and secure (e.g. only accessible by cyclists)	131	107	27
Increased security on site	132	106	30

## Cycle Promotions

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



### Comments from Respondents on Cycling:

Comments from cyclists also reveal opportunities for change or action.

- '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.'

## 2.18 What to do with Analysis?

Your survey analysis and results should be reported back to the Sponsor or 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 or 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. 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.

The results of your Employee Travel Survey can be supplemented with your Organisational Policy Review to give you comprehensive baseline information for your Travel Plan.

The Census 2016 indicated that 65.6% of workers in Ireland drive to work, with 61.4% driving alone and 4.2% as car passengers. Just over 9% travel on foot and 3% by bike. Just under 10% of commuters use public transport with the remainder travelling by motorcycle or lorries or vans.

### 2.19 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 5 - Sample Site Audit and Appendix 6 - Sample Cycle Facilities 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 local shops and services);
- **Site access arrangements** (getting into and out of the site);
- **Cycle parking and facilities for cyclists** (location, quality and volume of cycle parking, lockers and changing areas); and
- **Car parking** (volume and usage, supply in relation to demand, management issues).

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 or 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.

### 2.20 Next Steps

Once the Travel Plan Coordinator has completed the Organisational Review, Employee Travel Survey and Site Audit, he or 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 Appendix 7.

## 3.0 Identify & Implement Actions

### 3.1 Turning Survey Results into an Action Plan

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

You will find a sample Action Plan in Appendix 4; this can be adapted and expanded for your organisation.

### 3.2 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 be encouraging 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 trees at access points to the site, providing umbrellas for 'sign out' at reception on wet days, 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, for example National Bike Week. 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, 10% may turn up on the day; once they have a positive experience, you can build numbers up through future events.

#### 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**

### **3.3 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:

- Promoting Walking - Appendix 8.
- Promoting Cycling - Appendix 9.
- Promoting Public Transport - Appendix 10.
- Promoting Carpooling and More Efficient Use of Cars - Appendix 11.
- Smarter Working & Remote Working - Appendix 12.
- Optimising Use of Car Parks - Appendix 13.

One essential factor common to all actions is how they are communicated to colleagues. You will find information on Marketing Your Plan in Appendix 7.

### **3.4 How long do I implement actions?**

A Workplace Travel Plan is an on-going process, where less work is needed as the plan is embedded, unless the organisation changes significantly, for example 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.

### **3.5 Monitoring Your Workplace Travel Plan and Action Plan**

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

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.



### 3.6 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.

#### **Quantitative:**

- 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 or showers;
- Number of registered carpoolers;
- Number of carpooling parking spaces allocated;
- Facilities upgraded;
- Participation levels in events on site;
- Absenteeism reductions;
- Staff retention figures (particularly where flexible working practices or remote working is introduced);
- Number of car parking permits issued; and
- Number of car parking spaces – leased or in use or available.

#### **Qualitative:**


- Employee comments or attitudes to sustainable travel for example improvements in fitness, better facilities, willingness to get involved in events;
- Support from senior management, and
- Comments from stakeholders

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

### 3.7 When to Monitor?

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

Consider recording Modal Split through an employee travel survey annually or at least every two years. 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.

### **3.8 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 or Communications personnel about the most effective way to communicate with these groups.

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

## 4.0 Successful Workplace Travel Plans

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 or her the support of senior management and following the process outlined in this document, your Workplace Travel Plan should be both manageable and enjoyable.

You will 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, and
- Monitor your progress and communicate your successes to management, other colleagues, and wider stakeholder groups

A successful plan will lead to:

- More active employees;
- Easier access to your site;
- Reduced costs associated with travel;
- Enhanced 'green' profile;
- Reduced CO2 or Greenhouse Gas emissions associated with travel, and
- Improved employee health and wellbeing

# Best of luck with your plan!



# **Workplace Travel Plans - A Guide for SMEs**

## **Appendices**

## Appendix 1 - Sample Travel Survey Launch Text

**Email Subject:** Active & Sustainable & Active Travel Plan Launch: Win a Meal for Two in Martini's Italian Restaurant

**ABC Ltd. is offering employees the chance to win a meal for two 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 a meal for two in Martini's up to a value of €60. The survey will close on x<sup>th</sup> 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. (insert Contact details)

## Appendix 2 - Sample Employee Travel Survey

### Travel

#### Question 1:

How do you usually commute to your workplace? Pick one box only, for the longest part, by distance, of your usual commute.

<input type="checkbox"/>	On foot	<input type="checkbox"/>	Driving a car with passenger(s) going to the same destination
<input type="checkbox"/>	Bicycle (push bike)	<input type="checkbox"/>	Driving a car with passenger(s) going to a different destination
<input type="checkbox"/>	Bicycle (e-bike)	<input type="checkbox"/>	Passenger in a car with driver going to same destination
<input type="checkbox"/>	Bus, minibus or coach	<input type="checkbox"/>	Passenger in a car with driver going to a different destination
<input type="checkbox"/>	Luas	<input type="checkbox"/>	Taxi
<input type="checkbox"/>	Train or DART	<input type="checkbox"/>	Lorry or van
<input type="checkbox"/>	Motorcycle or scooter	<input type="checkbox"/>	Other means
<input type="checkbox"/>	Driving a car alone	<input type="checkbox"/>	Work mainly remotely

#### 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 occasionally use to commute? Please choose all modes that apply.

<input type="checkbox"/>	On foot	<input type="checkbox"/>	Driving a car alone
<input type="checkbox"/>	Bicycle (push bike)	<input type="checkbox"/>	Driving a car with passenger(s) going to the same destination
<input type="checkbox"/>	Bicycle (e-bike)	<input type="checkbox"/>	Driving a car with passenger(s) going to a different destination
<input type="checkbox"/>	Bus, minibus or coach	<input type="checkbox"/>	Passenger in a car with driver going to same destination
<input type="checkbox"/>	Luas	<input type="checkbox"/>	Passenger in a car with driver going to a different destination
<input type="checkbox"/>	Train or DART	<input type="checkbox"/>	Taxi
<input type="checkbox"/>	Motorcycle or scooter	<input type="checkbox"/>	Lorry or van

#### Question 4:

OPTIONAL QUESTION - What time do you usually arrive at your workplace?<sup>1</sup>

<input type="checkbox"/>	Before 07.30am	<input type="checkbox"/>	10:31-11:00
<input type="checkbox"/>	07:31-08:00	<input type="checkbox"/>	11:01-11:30
<input type="checkbox"/>	08:01-08:30	<input type="checkbox"/>	11:31-12:00
<input type="checkbox"/>	08:31-09:00	<input type="checkbox"/>	12:01-12:30
<input type="checkbox"/>	09:01-09:30	<input type="checkbox"/>	12:31-13:00
<input type="checkbox"/>	09:31-10:00	<input type="checkbox"/>	After 13:00
<input type="checkbox"/>	10:01-10:30	<input type="checkbox"/>	

<sup>1</sup> Please ensure the start times given in this question suit your organisation's work practices for example shift patterns, flexitime, or rosters.

**Question 5:**

**OPTIONAL QUESTION - What time do you usually leave your workplace?'**

<input type="checkbox"/>	Before 16.30
<input type="checkbox"/>	16:31-17:00
<input type="checkbox"/>	17:01-17:30
<input type="checkbox"/>	17:31-18:00
<input type="checkbox"/>	18:01-18:30
<input type="checkbox"/>	18:31-19:00
<input type="checkbox"/>	19:01-19:30
<input type="checkbox"/>	After 19:30

**Question 6:**

**How far do you travel to your workplace?**

<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"/>	Between 10 and 20km
<input type="checkbox"/>	Between 20 and 30km
<input type="checkbox"/>	Between 30 and 40km
<input type="checkbox"/>	Between 40 and 100km
<input type="checkbox"/>	More than 100km

## **Walking, Cycling and Public Transport**

**Question 7:**

**Which of the following initiatives or facilities would encourage you to have an active commute (walking or cycling) if they were available at your workplace? Please check all that apply.**

<input type="checkbox"/>	Shower areas provided, increased or improved
<input type="checkbox"/>	Lockers provided or improved
<input type="checkbox"/>	Drying room for gear provided
<input type="checkbox"/>	Cycle parking increased
<input type="checkbox"/>	Cycle parking moved closer to entrances
<input type="checkbox"/>	Cycle parking covered and secure
<input type="checkbox"/>	Increased security on site
<input type="checkbox"/>	E-bike charging facilities
<input type="checkbox"/>	Other (Please Specify)



**Question 8:**

Which of the following initiatives to promote walking or cycling would interest you? Please tick all that apply.

<input type="checkbox"/>	Incentive Scheme for 'green commuters'. (Green Commuters are cyclists, pedestrians, public transport users, carpoolers and car-sharers)
<input type="checkbox"/>	'Green Commuters' coffee mornings
<input type="checkbox"/>	Lunchtime walking group
<input type="checkbox"/>	A walking route marked out in the local area or on site
<input type="checkbox"/>	Bicycle maintenance class offered by an experienced bicycle mechanic
<input type="checkbox"/>	Cycle training
<input type="checkbox"/>	A cyclists' forum (Bicycle Users' Group)
<input type="checkbox"/>	Information on e-bikes through the Cycle to Work scheme
<input type="checkbox"/>	Information on fold up bikes through the Cycle to Work scheme
<input type="checkbox"/>	Not interested
<input type="checkbox"/>	Other (Please specify)

**Question 9:**

Do you own a bicycle?

<input type="checkbox"/>	Yes (push bike)
<input type="checkbox"/>	Yes (e-bike)
<input type="checkbox"/>	No

**Question 10:**

**OPTIONAL QUESTION:** Do you live within 400 metres (approx. 6 minutes' walk) of a direct bus to your workplace?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

**Question 11:**

**OPTIONAL QUESTION -** Do you live within 900 metres (approx. 12 minutes' walk) of a train or light rail connection to your workplace?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

## Tax Saver and Cycle to Work Schemes

**Question 12:**

Would you be interested in purchasing a discounted tax-free bicycle & related equipment if [ORGANISATION NAME] were to set up an employee Cycle to Work Scheme?

OR

Are you aware that [ORGANISATION NAME] have a Cycle to Work Scheme, where employees can buy a tax-free bicycle & related equipment?

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

**Question 13:**

Are you aware that public transport users can purchase a Tax Saver commuter ticket through your employer? This can save you up to 52% of the price of the ticket depending on your tax band.

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

**Question 14:**

Are you aware that public transport users can use the TFI Lead Card for a more convenient and reduce fair journey? This can save you up to 31% of the cost of your journey.

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

## Car Drivers

**Question 15:**

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

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

**Question 16:**

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

<input type="checkbox"/>	Always
<input type="checkbox"/>	Sometimes
<input type="checkbox"/>	Never

**Question 17:**

Are you interested in 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"/>	If 'no' please indicate why not:

**Question 18:**

Are you interested in using a car-sharing service or fleet car for work-related travel?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Does not apply

**Question 19:****What type of car do you drive?**

<input type="checkbox"/>	Electric (EV)
<input type="checkbox"/>	Plug-in Hybrid
<input type="checkbox"/>	Hybrid Petrol
<input type="checkbox"/>	Hybrid Diesel
<input type="checkbox"/>	Petrol
<input type="checkbox"/>	Diesel
<input type="checkbox"/>	Other (please specify)

**Question 20:****Do you plan on changing your car to an electric (EV) or plug in hybrid in the future?**

<input type="checkbox"/>	Yes – within the next 6 months
<input type="checkbox"/>	Yes – within the next 2 years
<input type="checkbox"/>	Yes – within 2 years or more
<input type="checkbox"/>	No
<input type="checkbox"/>	I already drive an electric (EV) or plug-in hybrid car

**Question 21:****Which of the following would encourage you to choose an alternative to the car on your commute?****Please tick all that apply.**

<input type="checkbox"/>	Improved cycle parking, showers, and lockers at workplace
<input type="checkbox"/>	Bike purchase discount scheme (such as Cycle to Work)
<input type="checkbox"/>	Discounted public transport tickets (such as Tax Saver, Leap Card)
<input type="checkbox"/>	Personalised information about other transport options (such as TFI Journey Planner)
<input type="checkbox"/>	Access to a fleet vehicle for business travel
<input type="checkbox"/>	None of the above
<input type="checkbox"/>	Other (please specify)

**Business Travel****Question 22:****On average, per [week or month] how often do you travel for business: 1 trip = return journey**

<b>Travel within Ireland</b>	
<b>Travel outside of Ireland</b>	

**Question 23:****How do you usually travel for business purposes? Please choose the modes you take most often.**

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

**Question 24:**

**Do you use online facilities for business?**

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

**Question 25:**

**Do you know where your workplace online conferencing facilities are located?**

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

**Question 26:**

**Do you know how to use your workplace online conferencing facilities?**

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

**Question 27:**

**Would it be possible to substitute some of your face to face meetings with online conferencing?**

**Please choose all options that apply.**

<input type="checkbox"/>	I could substitute some Irish meetings
<input type="checkbox"/>	I could substitute some international meetings
<input type="checkbox"/>	I could not substitute any meetings
<input type="checkbox"/>	Not applicable

**Question 28:**

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

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know
<input type="checkbox"/>	I already do

**Question 29:**

**Would you support the introduction of a Sustainable Travel Allowance (covering walking, cycling, public transport, carpooling or car sharing)?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

## About You

**Question 30:**

**Please indicate which location you are based in most often. If you are based in more than one location, please refer to the one you are in most often:**

<input type="checkbox"/>	A
<input type="checkbox"/>	B
<input type="checkbox"/>	C
<input type="checkbox"/>	D

**Question 31:**

Would you be interested in remote working, where possible or relevant for your work?

<input type="checkbox"/>	I already remote work when suitable
<input type="checkbox"/>	Yes, on a regular basis
<input type="checkbox"/>	Yes, on an occasional basis
<input type="checkbox"/>	No

**Question 32:**

Do you usually have a car parking space available to you at your workplace?

<input type="checkbox"/>	Always
<input type="checkbox"/>	Sometimes
<input type="checkbox"/>	Never
<input type="checkbox"/>	Don't know

**Question 33:**

If you have changed the mode of transport you use on the commute over the past two years, can you please indicate the main reason for this change? Please choose all that apply.

<input type="checkbox"/>	Sustainable Transport promotions in your workplace (for example Cycle to Work promotion, bike maintenance and so on)
<input type="checkbox"/>	The services or infrastructure available to you changed (for example, buses introduced or removed, cycle lanes installed or similar)
<input type="checkbox"/>	You changed job or the nature of your work changed
<input type="checkbox"/>	You moved house
<input type="checkbox"/>	Health or fitness reasons
<input type="checkbox"/>	Financial reasons
<input type="checkbox"/>	You changed location within the organisation
<input type="checkbox"/>	Not applicable, I have not changed
<input type="checkbox"/>	Other (please specify)

**Question 34:**

Please indicate your level of agreement with the statements below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
I would like to use sustainable transport to reduce my impact on the environment						
I try to use sustainable transport when I can						
I travel the way I do out of habit						
I enjoy walking (all or part of the way) on my commute						
I feel confident cycling my bike on my commute						
Public Transport is convenient for my commute						
I use my car on the commute because I have no alternative						
Driving a car is the most effective way to commute						
I would like to walk more often						
I would like to cycle more often						
I would like to use public transport more often						
I would like to carpool more often						
I would like to car share more often						

**Question 35:**

Are you currently active for at least 30 minutes at a moderate intensity five or more days per week? Moderate intensity is similar to a brisk walk.

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

**Question 36:**

**OPTIONAL QUESTION:** Please indicate your gender identity.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	Non-binary
<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	Prefer to self-describe

**Question 37:**

**OPTIONAL QUESTION:** Please indicate your age range below:

<input type="checkbox"/>	Under 25
<input type="checkbox"/>	25-34
<input type="checkbox"/>	35-44
<input type="checkbox"/>	45-54
<input type="checkbox"/>	55 or over

**Question 38:**

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

--

**Question 39:**

If you wish to be entered into a prize draw for completing this survey, please fill in your name and email address. By entering your details, you are consenting to [ORGANISATION NAME] processing your personal information (name, email address) for the purposes of the prize draw. If you are selected at random as a winner, your name will be announced. Otherwise, your personal information will not be shared with other parties and will be deleted when this survey report is completed.

Name	
Email address	

## Appendix 3 - Key Survey Analysis Points

### Headline figures:

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

### Walking

- Percentage of respondents regularly walking on the commute to work
- Percentage of respondents occasionally walking to work
- Percentage of respondents living within 3 kilometers of their workplaces and percentage of respondents living within 5 kilometers of their workplace. These people could be targeted for regular and occasional walking on the commute
- Percentage of respondents interested in walking promotions, for example lunchtime walking group, walking routes, and so on
- Comments on walking on the commute

### Cycling

- Percentage currently cycling to work
- Percentage occasionally cycling to work
- Percentage who would consider cycling to work
- Percentage of respondents living within 3 kilometers of their workplace. These people could be targeted for regular and occasional cycling on the commute
- Percentage of respondents living within 5 kilometers and 10 kilometers of their workplace – these employees could also be targeted for occasional cycling on the commute.
- Percentage of respondents interested in cycling promotions for example bike maintenance, cycle training, bicycle users' group, and so on
- Cycle to work scheme: awareness of the scheme, percentage of respondents interested in buying a bike through the scheme
- Cyclists' Facilities: interest in an active commute if particular facilities were improved, for example shower areas increased, lockers or drying room provided
- Percentage of respondents regularly driving to work who would be interested in a bike purchase discount scheme or facilities improved, and so on
- Relevant comments, for example suggestions for improvements, issues with security

### Public Transport

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



### **Carpooling**

- Percentage of respondents regularly travelling to work as a passenger in someone else's car
- Percentage occasionally carpooling
- Percentage of regular car commuters travelling to work alone
- Percentage of regular car commuters interested in carpooling
- Arrival or departure times for the majority of employees (identifying carpooling clusters)
- Potential impact of carpooling, for example if ABC Ltd. facilitated 10 percent of its workforce to carpool on a regular basis, ABC Ltd. could reduce the need to lease 10 car parking spaces.
- Sample comments from employees, particularly if they suggest actions

### **Tax Saver Tickets**

- Percentage aware they can purchase Tax Saver tickets through their employer
- Percentage aware of monthly Tax Saver ticket
- Percentage of those regularly using public transport who are not availing of Tax Saver tickets
- Percentage 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. (Depending on ticket type and your tax band, savings of between 28.5 and 52 percent can be made [www.taxsaver.ie](http://www.taxsaver.ie) (May 2023))
- Comments on public transport or Tax Saver tickets

### **Business Travel or Technology-assisted trip reduction**

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

### **Other**

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



### **Respondents Profile**

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

### **Follow Ups**

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

## Appendix 4 - Sample Action Plan

Sample Actions	Person(s) Responsible	Timeline	Targets
<b>Core Actions</b>			
Baseline Travel Survey			
Site Audit			
Set up working group or identify Smarter Travel Coordinator			
Develop Action Plan			
Annual Monitoring Travel Survey			
<b>Walking</b>			
Promote walking through periodic organised walking events or lunchtime walks			
Introduce a Sli na Sláinte or similar walking route on-site			
Participate in the annual walking and cycling challenges			
Offer in-house health checks for people interested in getting more active			
Leave umbrellas at reception to borrow on wet days			
Open up entrances to allow more direct access through your site for pedestrians (permeability)			
Improve 'natural surveillance' on site (for example cutting back bushes, improving lighting)			
See 'Cycling' below re 'Facilities' for walkers			
<b>Cycling</b>			
Introduce or promote Cycle to Work scheme and promote through in-house bike displays from suppliers			
Organise a Bike Maintenance class or course			
Organise cycle training or on-road skills (this can be linked to cycling with children if your workplace has a lot of parents with younger children)			
Set up a Cyclists' Forum or Club to discuss issues and liaise with management			
Provide Cyclists' equipment to borrow (pump, allen keys, lights, puncture repair kit)			
Display local area maps for cyclists or walkers interested in routes			
Participate in National Bike Week events (see bikeweek.ie)			
Introduce 'fleet bikes' to borrow for business travel			
Provide an electric fleet bike and a folding fleet bike			
Arrange tours of cycling facilities on site			
Hold cycling promotions for example Bike Breakfasts, Slow Bike Races, Cycle Challenges, Fundraising cycles, trials of different bikes (fold up, electric, cargo, three-wheel and such)			
Publicise details of cycle parking and changing facilities – this can be online as well as on noticeboards, at entrances, restrooms and cycling parking			
Conduct a site audit to gauge ease of access, safety and facilities for cyclists coming on-site			
Survey and improve cycle parking (see sample cycle audit) to encourage cycling to your site and cater for increases in demand			

Sample Actions	Person(s) Responsible	Timeline	Targets
Survey and improve cyclists' (and walkers') changing, storage, and locker facilities to encourage cycling and cater for demand. If your workplace has a formal dress code, look at provision of hairdryers, irons, hanging areas for clothes and so on. Look at cleaning and maintenance schedules for facilities to ensure they are clean and in good working order.			
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>Public Transport</b>			
Introduce & promote Tax Saver monthly & annual commuter tickets for public transport. Highlight potential savings to employees. Increase the length and number of purchase windows to ensure people can avail of tickets throughout the year.			
Publicise Real Time Passenger Information apps and website – see <a href="http://www.transportforireland.ie">www.transportforireland.ie</a>			
Publicise the national door to door multi-modal journey planner on <a href="http://www.transportforireland.ie">www.transportforireland.ie</a>			
Include a one-month trial ticket for public transport and timetable information in employee induction packs			
Raffle public transport tickets for people to try services.			
Display a local area map with public transport stops or route numbers marked – this can go online and on notice boards			
Promote the Leap card for public transport. In larger sites, investigate selling and topping up the card on-site.			
Liaise with the National Transport Authority public transport regulation section and public transport operators to relocate bus stops if relevant for site			
Open up entrances to allow more direct access through your site to public transport stops			
Introduce a shuttle bus to public transport nodes (depending on your site location or employee travel survey)			
<b>Carpooling</b>			
Set up a company carpooling scheme.			
Hold coffee mornings for potential carpoolers to find out what is involved & see a demo of the site or app			
Raffle the use of a parking space near entrances or reception for one carpooling group every month			
Develop a carpooling policy			
Raffle a car service, petrol vouchers, travel mugs and such for carpoolers every quarter			
Offer a Guaranteed Lift Home in emergency situations – where a lift is unavailable for unforeseen reasons. In practice this is very rarely used by employees but is a good tool to address fears about getting home in an emergency.			
Allocate carpooling parking bays in a priority location (for example closest to entrances)			

Sample Actions	Person(s) Responsible	Timeline	Targets
<b>Other</b>			
Develop a Smarter Travel marketing & communications plan			
Examine parking policies to ensure access to parking for those most in need			
Introduce an incentive scheme for Green or Active Commuters			
Brand your company's Travel Plan work			
Include travel information in employee induction packs and online in an easily accessible location on your organisation's intranet			
Hold coffee mornings for Green or Active Commuters			
Direct all visitors & suppliers coming on-site to a 'how to get here' link or map online, with information on public transport routes & stops, cycle parking availability, taxi ranks, time to travel to site, cost of tickets and such. You can link to the national door to door, multi-modal 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			
Introduce services on site to reduce the need to travel during the day for example dry cleaning, canteen, shop, gym, post box, bank and so on.			
Introduce different working arrangements like flexitime and home working			
<b>Business Travel and Technology-Assisted Trip Reduction</b>			
Introduce a Travel Allowance that includes modes other than the car for example walking, cycling, public transport, carpooling or car-sharing			
Introduce fleet bikes for business travel			
Publicise Dublin Bikes or Regional Bikes information for people interested in cycling in Cork, Dublin, Galway, and Limerick.			
Re-examine overall business travel policy to incentivise alternatives to the single occupancy vehicle			
Make Leap Cards for public transport available for people to borrow when doing business travel			
Hold online meeting and video and teleconferencing troubleshooting and '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 online, video or tele-conferencing and raffle a prize when a target is met for example 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 once-off or regular basis			
Provide headsets, webcams and instant messaging software on employees' PCs			
Upgrade video or teleconferencing meeting facilities			
Introduce 'hot desks' on site			
Offer travel incentives as part of employment packages e.g. allowances towards a bike or public transport ticket, in addition to Cycle to Work or Tax Saver schemes			

## Appendix 5 - Sample Site Audit – Active Travel

Date of Audit	
Auditor	
Site address (if more than one site)	

Check-List Item	Observations or Comments
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<b>Site and Building Access</b>	
Number and location of site entrances?	
Who uses entrances and what are the opening hours?	

<b>On-Site Facilities</b>	
Are showers and changing rooms provided for employees or students walking or cycling to work? How many and where?	
Are drying rooms provided for walkers and cyclists' gear?	
Are storage areas such as lockers provided?	
How many and where? for example close to cycle parking	
Is travel information (public transport timetables, information on cycle parking locations and such) provided to staff and students?	
What information and where is it provided? For example, notice board, at reception, canteen, intranet.	

<b>Walking</b>	
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 (for example Slí na Sláinte)? How is it publicised?	
Does the organisation participate in the walking or step challenges?	
Is there an organisation walking club?	
Other supports for walkers?	

<b>Cycling</b>	
How many cycle parking spaces are available?	
Where is the cycle parking located? Is it close to building entrances and is there a map of cycle parking locations?	
Are the spaces covered by CCTV or natural surveillance?	
What type of cycle parking is provided? for example covered, secure, Sheffield stands, racks?	
Is cycle parking well lit?	
Is cycle parking signposted?	
Is cycle parking visible from the main entrances?	
Is visitor cycle parking available?	
Are charging points for electric bikes available?	
Are there areas where people informally park or store their bikes (railings or offices)?	
Are fleet bikes or e-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, and such?	
Where is information on site cycle facilities provided (for example at cycle parking, online, induction packs, notice boards?)	
Is bicycle maintenance offered to staff or students on campus at regular intervals (for example weekly or monthly bike clinics)	
Is cyclist equipment provided (for example pump, repair kit and such.)	
Are tours of cycle facilities provided? (For example, at orientation, induction, etc.)	
Does the organisation participate in Bike Week, Smarter Travel cycle challenges, cycle training?	
Is there an organisation cycling club?	
Is there a bike shared bike station close to the workplace? (Dublin Bikes; TFI Bikes)	

<b>Public Transport</b>	
What scheduled bus services are available? When do they operate (frequency/start and finish times)?	
Where are bus stops situated in relation to your site? Are bus shelters provided?	
Is there a train/luas station nearby? What is the service provision?	
Is up to date public transport information (timetables, directions to stops) available on-site? Where?	
Where a bus enters the site, can it enter/exit swiftly at peak times?	
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?	
Is real time public transport information provided on screens around the site?	



<b>Carpooling</b>	
Does the organisation promote carpooling?	
Are spaces marked out for carpoolers? How many and where?	
Are car sharing providers offered on site (for example GoCar, Yuko)	

<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? (e.g., cycling, walking, public transport)	
Are online meeting facilities available? Are separate rooms/headsets available? Do employees know how to use/ book these facilities?	

<b>HR Policies</b>	
Does your workplace offer flexible working policies such as flexitime, compressed working week, job sharing, remote working?	

<b>Motor Cyclists</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?	

<b>Carparking</b>	
How many formal car parking spaces are there?	
Is there evidence of informal car parking?	
Is off-site car parking available?	
Is there a fleet car policy?	
Are the car parks managed, e.g. permit system, barriers, Pay and Display, short term spaces in areas of high demand?	
Are e-car charge points provided? Is there an associated cost?	

<b>Other Comments / Additional Information</b>	

## Appendix 6 - Sample Cycling Site Audit – Active Travel

<b>Date of Audit</b>	
<b>Auditor</b>	
<b>Site address (if more than one site)</b>	

<b>Check-list item</b>	<b>Observations and Comments</b>
How many cycle parking spaces are available?	
What is the percentage for employees using the site? For example, 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%	
How many cycle parking spaces are located close to building entrances?	
Is cycle parking overlooked? Is there passive surveillance to enhance security? What other measures could be considered to increase security, for example notices to say this area is patrolled twice daily and so on. Is CCTV coverage available?	
How many cycle parking spaces are secure and accessible only by cyclists?	
How many cycle parking spaces are covered? This is very important to cyclists, both to keep bikes dry and to keep them in good working order.	
How well-lit is the cycle parking area? Include the walk from the cycle parking to the building entrance or site exit.	
Are cycle racks of an appropriate size and easy to use? Can bikes be secured by the frame? Cycle parking which only holds the wheels can damage bikes, particularly if they fall over.	
Are there areas on site where 'informal' cycle parking occurs? For example, bikes attached to railings or lampposts. Informal parking indicates a need for bike parking in that area.	
What is the speed of traffic on site?	
Are there any barriers obstructing cyclists when leaving or entering the site? For example, barriers into car parks	
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?	
Is signage for cycle parking/ building entrances/ changing facilities clear and visible?	
Are drying rooms provided for cyclists' gear?	
Are showers and changing rooms provided for active commuters? Are they in good condition? Would you be happy to use them?	

Check-list item	Observations and Comments
Are storage areas/ lockers for cyclists' equipment provided? 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.	
Is local cycling information provided to employees? For example routes, route planners, local area maps. What is provided and where is it displayed?	
Are cyclists separated from vehicular traffic on site? Note that this is not always necessary.	
Is cycle training provided to employees?	
Is bike maintenance provided on site?	
Are chargers provided for e-bikes?	
Business and inter-site Travel: Is there a corporate policy relating to cycling on business/ inter-site travel?	
Are fleet bikes provided? If so, how many? Is there a mix of manual and e-bikes? How are they publicised? Are fleet bikes maintained (by whom and how frequently)?	
Do employees receive an allowance for business travel by bike? What is the rate? How is it publicised?	
Is the Cycle to Work scheme offered? If so, how often? How is it publicised?	
Are discounts available to your organisation's employees in bike shops in your area? How are they publicised?	
Any comments/feedback?	

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

## Appendix 7 - Marketing Your Plan

### What is a Workplace Travel Plan?

Workplace Travel Plans are a package of measures to encourage people to walk, cycle, use public transport, carpool, car share or reduce trips through 'smarter working'.

### What is a Marketing and Communications plan?

Your Marketing and Communications plan essentially details how you promote your travel plan and get your message(s) out to the right audience.

### What to consider before you start putting your plan together

1. Identify the target audience: Determine who the primary audience for promoting active travel in the workplace is. Is it employees, employers, or both? Identify what motivates this audience to participate in active travel and use this information to tailor the messaging.
2. Set goals and objectives: Identify what you want to achieve with your marketing and communications plan. Are you looking to increase the number of employees who actively travel to work? Are you trying to increase the awareness of active travel options or facilities within the workplace? Are you trying to promote behaviour change? Identify specific achievable goals and objectives.
3. Evaluate current active transport practices: From your employee travel survey or feedback or general observation in your workplace, assess the current barriers to active travel and how they can be overcome. Use this information to tailor your marketing and communications plan and identify key messaging themes.
4. Devise key messages: Develop key messages that will appeal to the target audience. Use language that is clear, simple and relevant to the target audience. Identify key benefits of active travel such as cost savings, improved health and wellbeing, environmental benefits, and reduced traffic congestion.
5. Communications channels and tactics: Determine the best channels and tactics to reach the target audience. Consider a range of communication channels such as email, intranet, posters, and social media. Develop a mix of tactics including competitions, events, and training sessions.
6. Develop a timeline: Create a timeline that outlines when each communication and tactic will be implemented. Ensure that the tactics align with the messaging and goals of the campaign.
7. Measurement and evaluation: Establish how you will measure the effectiveness of the marketing and communications plan. Establish key performance indicators (KPIs) such as the number of employees who actively travel to work, the number of people who have engaged with the step challenges and/or level of satisfaction with the initiative, the number of employees who applied for TaxSaver tickets or the Cycle To Work Scheme and the level of employee satisfaction with the campaign.
8. Allocate resources: Identify the resources required to deliver the marketing and communications plan. This may include internal, external resources. Ensure that your budget is adequate to deliver your plan effectively.

9. Implement the plan: Implement the plan as scheduled. Ensure that all activities are delivered to a high standard, are consistent with the key messages, and will resonate with the target audience.
10. Review and refine the plan: As the plan has been delivered, continuously review its effectiveness and refine it if required. Use the measurement and evaluation data to inform your decisions and ensure that the campaign aligns with the changing needs of the target audience.

### **What to consider when getting started**

- Who is your target audience?
- What do they perceive as barriers or benefits of active travel?
- What are your goals?
- What are your key messages?
- Look at resources already available.
- Use all available resources to communicate with employees.
- Look at what other resources you might need.
- Be consistent in your message and how often you communicate to employees
- Create awareness around your Smarter Travel brand
- Stay visible through branding & regular communication
- Look at what others are doing successfully
- Collaborate with other groups within your organisation, champions, health and wellness, cycling clubs and other relevant groups

### **What resources are available?**

- Senior management influence
- Champions and influencers
- Notice Boards
- Intranet Portals
- Newsletters
- Daily Bulletins
- Team Meetings
- Email
- Print
- Social Media
- Communications Departments
- Word of Mouth

### **Creating Awareness**

- Keeping Smarter Travel at the forefront of your mind as well as staff.
- Keep Marketing and Communications on the agenda.
- Remember you don't just want to communicate and promote events, you want to showcase all your plans and achievements. Provide updates on improved facilities, on the progress of your working group, of future plans.
- Keep management up to date.

### **Branding**

- Include Smarter Travel logos in email footers or signatures, especially around activity challenges and Smarter Travel campaigns.
- Include Smarter Travel section in newsletters, staff portals and such.
- Use same format logos on printed posters or materials, newsletters, electronic communications, staff presentations, webinars, merchandise.
- Brand infrastructure.
- Ensure uniform branding across whole organisation.

### **Promotional Ideas**

- Induction packs
- Internal competitions and prizes
- Smarter Travel Activity Challenges
- Rewards for active commuters such as smoothie mornings
- Bike for breakfast
- Bike maintenance
- Active travel promotional days
- Merchandise for example water bottles, bike lights
- Random promotions such as vouchers
- Let staff know you have taken on board their ideas

**Communicate Regularly**  
**Be Consistent in your messaging**  
**Stay Visible**  
**Collaborate**

## Appendix 8 - Promoting Walking

### Why walking?

Walking to work or wherever else you are going locally, is one of the best ways of getting fresh air, lifting your mood, saving money, burning calories, strengthening your bones and it is good for the environment. Unlike some other forms of exercise, walking is free and does not require any special equipment or training.

### Benefits for walking to work or campus

Walking to work or campus comes with a host of great benefits, and not just for the environment. Your body, mind and bank balance can all benefit too. Here are just a few benefits you can expect to see:

- Better physical fitness;
- More time to yourself;
- Increased mental wellbeing;
- Lower stress levels;
- Time to organise your mind;
- Save money;
- Opportunity to increase your social engagement and
- Improved ability to function better at work and home.

### Health benefits of walking

You carry your own body weight when you walk. This is known as weight-bearing exercise.

Some of the health benefits you may experience include:

- Increased cardio-respiratory fitness;
- Reduced risk of coronary heart disease and stroke;
- Lower risk of certain types of cancers;
- Improved management of conditions such as high blood pressure, joint and muscular pain or stiffness, and type 2 diabetes;
- Improvement in balance and reduced risk of falls;
- Increased muscular fitness and stronger bone density;
- Reduced risk of depression;
- Improved sleep quality and
- Reduced body fat.

### Walking to meet the National Physical Activity Guidelines

It is important to remember that some form of physical activity is better than none, more is better than some, and any amount of physical activity you do can result in greater health benefits.



The National Guidelines on Physical Activity for Ireland recommend that adults, aged 18-64, should aim to be physically active for 'at least 30 minutes a day of moderate activity on 5 days a week (or 150 minutes a week)'. Moderate activity is activity that causes you to be warm or slightly sweating while remaining comfortable, increases your breathing and heart rate, while still being able to hold a conversation.

For more information on the National Physical Activity Guidelines of Ireland, including guidelines for adults with a disability, please visit [HSE – Physical Activity Guidelines](#).

## **Promoting Walking**

### **Walk it!**

Walking or step 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 use a fitness tracker or purchase pedometers from sports shops or online and encourage participants to join in the challenges (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)

### **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, for example orienteering or hiking groups in the local area.

### **Maps**

Put local 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).

### **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', for example, 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. Check the footpaths, lighting surveillance, cleanliness, ease of access, overgrown plants, and such. 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.

### ***Sli na Sláinte Walking Routes***

The Irish Heart Foundation can map Sli na Sláinte walking routes around large buildings or campuses.

### ***Umbrellas***

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

### ***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.

## Appendix 9 - Promoting Cycling

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

#### **Why cycling?**

Cycling is a wonderful method of physical activity and is a low-impact type of physical activity that not only will provide you with an array of benefits, but also keep the impact on your joints and bones to a minimum. Not only will you be able to improve your physical and mental health, you can also travel while doing so.

#### **Benefits of cycling to work**

Cycling to work is a great way to reap the health benefits associated with cycling, and there are other benefits including environmental, financial, and societal benefits. Here are just a few of the benefits associated with cycling to your workplace.

- Reduced carbon footprint
- Reduced costs associated with travelling by car – you can save on both fuel and parking costs
- Improved health benefits
- Lower stress levels
- More productivity at work or campus and
- Opportunity to increase social engagement

#### **Health benefits of cycling**

Some of the health benefits you may experience when cycling include:

- Increased cardio-respiratory fitness
- Improvement in balance and coordination
- Increased muscular endurance and strength
- Reduced risk of coronary heart disease and stroke
- Lower risk of certain types of cancers
- Improved management of conditions such as high blood pressure, joint and muscular pain or stiffness, and type 2 diabetes
- Reduced risk of depression and
- Improved sleep quality
- Cycling to meet the National Physical Activity Guidelines

Remember that some form of physical activity is better than none, more is better than some, and any amount of physical activity you do can result in greater health benefits. Cycling is a great way to incorporate physical activity into your daily routine, whether it is a recreational cycle or cycling for transport.

The National Guidelines on Physical Activity for Ireland recommend that adults, aged 18-64, should aim to be physically active for 'at least 30 minutes a day of moderate activity on 5 days a week (or 150 minutes a week)'. Moderate activity is activity that causes you to be warm or slightly sweating while remaining comfortable, increases your breathing and heart rate, while still being able to hold a conversation.

For more information on the National Physical Activity Guidelines of Ireland, including guidelines for adults with a disability, please visit [HSE – Physical Activity Guidelines](#).

## **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 or 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.

Depending on the size and location of your organisation, there are several options when choosing a Cycle to Work supplier, for example – choosing one bike shop, several 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 several purchase windows throughout the year, to facilitate the maximum number of people to avail of the scheme.

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.

### **Bike Maintenance Classes**

Support bike sales with a bike maintenance class. Invite your Cycle to Work supplier or a local bike shop to organise something 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, St. James' Hospital, eBay, Fingal County Council, Dublin City Council, UCD, Cork County Council and many other organisations all have fleet bike schemes in place.

### **Promote Cycling for Business**

Set mileage rates for business travel done by bike.

### **Bike Kits**

Supply basic bike maintenance kit in reception (for example a pump, puncture repair kit, high visibility vests and lights) and publicise its availability.

### **Draws**

Provide free cycle accessories (panniers, lights, high visibility vests, helmets) in periodic draws for cyclists.

### **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 several 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 – see [www.bikeweek.ie](http://www.bikeweek.ie)

### **TFI Live**

Publicise the [TFI Live App](#). The App allows you to access live real time departure and journey planning information across the Transport for Ireland (TFI) network and also includes a select your origin and destination feature to find the best route for your journey by bike. Maps for walking and cycling routes in Dublin City can be found on <https://www.transportforireland.ie/plan-a-journey/>

### **Maps**

Put local area maps on display at cycle parking, receptions, and stairwells. If there are local cycling routes, mark these on the maps.

### **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.

## Appendix 10 - Promoting Public Transport

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

The TFI public transport network in Ireland includes Buses, DART, Luas and Rail.

Using public transport for travelling to work for business-related travel has many benefits including reduced congestion, time efficiency, and cost savings.

You can use the [TFI Live App](#) brought to you by Transport for Ireland to plan your door-to-door commute. The TFI Live App allows you to access live real time departure and journey planning information across the Transport for Ireland (TFI) network. You can access real-time departure information for Bus Éireann, Dublin Bus, Go Ahead Ireland, Luas and Iarnród Éireann Irish Rail services.



#### **Travelling by Bus**

There are a number of bus operators within the TFI public transport network. For routes, maps, timetables, fares, bus operators, and more, please visit [Transport for Ireland – Getting Around by Bus](#)



#### **Travelling by Rail**

There are both intercity services throughout the TFI public transport network, as well as DART and Commuter Services. For more information on travelling by train, please visit [Transport for Ireland – Travelling by Train](#). Many train stations have cycle parking facilities available to commuters so you can cycle to and from the train station.

To help plan your rail journey with your bicycle, for information on bicycle parking, on-rail facilities, and bicycle bookings, visit Irish Rail's comprehensive [Bicycle Information for Rail Travel](#).

#### **Travelling by Tram**

Luas is Dublin City's tram service and operates both a Red Line and Green Line service. Luas is a sustainable, fast, and convenient way to travel around Dublin City and its suburbs. There are car parking facilities available at several stations so you can avail of the Luas 'Park + Ride' services. For more information on travelling by tram, please visit [Transport for Ireland – Getting Around by Tram](#).



Integrating the use of a bicycle and travelling by tram can be a convenient, fast, and sustainable way to travel around Dublin. For more information on the Luas and cycling, visit [Luas – Bike Parking](#).

### Fares and Ticket Schemes

Generally, the fare you pay on public transport is based on the number of stages you travel. For more information on bus, train, tram, and taxi fare structures, please visit [Transport for Ireland – Fares](#).

### TFI Leap Card

You can get cheaper fares by using the re-usable, pre-paid TFI Leap Card across the TFI public transport network, that can save you up to 31% versus single cash fares. There are several different types of Leap Card's and services that you can avail of. The [TFI Leap Top-Up App](#) allows you to instantly top-up, check your balance and book tickets. For more information on where to buy, how to top up and more, please visit [TFI – Leap Card](#).



### TaxSaver

The [TaxSaver](#) ticket encourages commuters to use public transport to and from work through the purchase of tax-free monthly or annual tickets. Employees participating in the scheme benefit from reduced tax and PRSI payments, as well as achieving significant savings (up to 52%) on the cost of commuting. Employees receive tickets either as part of their salary package (salary sacrifice), in lieu of an annual cash bonus, or as a benefit-in-kind. Savings arise because tickets are not subject to tax or PRSI.

Employers can register for the TaxSaver scheme online and start purchasing monthly or annual tickets for their employees. As well as saving employees money each month on their commute, the scheme can also reduce the need for car parking spaces and save employers up to 10.75% on Employer PRSI when making this deduction from salary payments. For more information, please visit [TaxSaver.ie](#).

### Download the free Transport for Ireland Apps

The [TFI Leap Top-Up App](#) allows you to instantly top-up your TFI Leap Card, check your balance, collect tickets and check how close you are to reaching your daily and weekly cap values.

The [TFI Live App](#) allows you to plan your door-to-door commute with access to live real time departure and journey planning information across the Transport for Ireland (TFI) network including Bus Éireann, Dublin Bus, Go Ahead Ireland, Luas and Iarnród Éireann Irish Rail services.

The [TFI Go App](#) allows you to buy tickets for public transport services in Ireland directly from your phone. Your ticket is downloaded to the app and can be used to travel straight away. No need for printing, just activate and show your driver while boarding.

The [TFI Driver Check App](#) allows users to check that the vehicle they are about to hire has been registered correctly and that the driver has the appropriate license to operate the vehicle.



## Sample actions to promote Public Transport

### Promote Tax Saver Commuter Tickets

TaxSaver Commuter tickets for public transport save employers up to 10.75% PRSI per ticket sold. Employees save the marginal tax rate and levies on the price of their ticket making tickets almost half price for someone on the higher tax rate.

Promotion can take the form of communication of savings – through payslips, posters in lifts, leaflets, intranet, etc. A one-stop-shop in a visible location to get application forms, timetables, tickets and son on or a public transport saver roadshow.

Review your TaxSaver ticket policy so that monthly and annual tickets can be bought at any time of year. Monthly ticket options are important to include as people may travel by bike or walk during summer months and will want the option of taking public transport at other times of the year. Employees who work in client locations or who are on contract will also appreciate this option.

### Encourage Public Transport use for Business Travel

Put leap cards for public transport at reception to be signed out for business travel. Advertise the availability of these tickets to all employees.

### Maps

Print out A3 maps of the nearest train, Luas or Dart stations and bus stops, with the length of time it takes to walk to them.

### Liaise with Local Providers

Contact local providers about issues such as location of bus stops, timing of routes or particularly where you have market information about a potential new route (from your survey or HR databases).

### Shuttle Buses

Shuttle buses involve a significant level of investment to get up and running. If your organisation is considering introducing one, consider the following:

- Getting firm commitment from employees to use the shuttle for particular journeys to ensure it is well used on a regular basis
- Running the bus in conjunction with other employers in the local area or in a business park
- Examining routes and timetable to be as efficient as possible with scheduled drop offs and pickups at public transport notes
- Running the bus in split shifts at peak demand times for example running from 7.30am until 10am from a train station to the office 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
- Ranking the bus so you are generating publicity for your travel work
- Choosing an environmentally friendly vehicle

## Appendix 11 - Promoting Carpooling 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 percent fewer cars on the road at peak times. Drivers who cannot carpool can still be involved in initiatives to promote more efficient fuel use and overall better use of their car.

### **Carpooling**

Carpooling 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 carpooling schemes don't have the threshold of car drivers necessary to have high-participation in a carpooling scheme.

Your Travel Plan Coordinator can still encourage those currently carpooling, or considering it, to continue to do so, by including them in 'Green Travel' promotions. 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**

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' carpooling scheme.

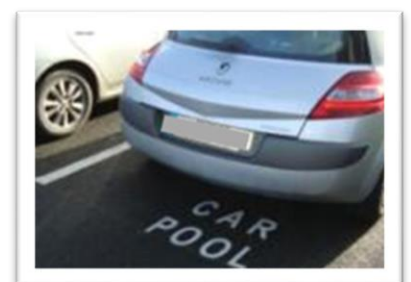
You can use a database hosted on your intranet site, where interested employees can register their travel and contact details. This more informal approach can work well in smaller organisations.

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 Carpoolers' Parking**

The single most effective way to encourage people to carpool is to allocate dedicated parking spaces, in prime locations, for carpoolers only, for example, close to building entrances. Consider allocating 10% of your parking spaces for carpoolers initially, and review this as your scheme expands.

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



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

## Getting People Involved

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

- Officially launching your carpooling website with a demo for all attendees. Consider providing refreshments to get people along.
- Do periodic draws for carpoolers once the scheme is up and running. Prizes might include vouchers for car washes or car servicing.
- Raffle a space. Put all carpooling groups in a draw to use a priority parking space for a month. Choose a desirable location on your site for this prize space.
- 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, for example Easter eggs, mince pies or ice cream giveaways.
- Organise coffee mornings for potential carpoolers 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.
- Carpoolers can stop carpooling at any point if their circumstances change, or they no longer wish to share.

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

- Employees are not required to carpool every single day – they can work out what suits them with the person they are sharing with.
- Demos or social events to launch carpooling are 'no pressure' and people do not have to sign up immediately.

## Guaranteed Ride Home Scheme


A 'Guaranteed Ride Home' is a scheme that ensures that carpoolers (or other sustainable transport users) can get home if they find themselves unexpectedly without a lift home, due to their carpooling 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 carpooling 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 more efficient.

## 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 carpooling group has any doubt about their insurance cover they 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.

## **Making More Efficient Use of Cars**

### **Eco-Driving Training**

Where employees must 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**

Audit your business travel policy by looking at business mileage, policy on international flights, flexi-time, expenses and such. Consider incentivising more sustainable modes for the same journeys, or introducing alternatives to travel, for example, online meetings or videoconferencing. 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 carpooling for business trips.

### **Offer a Business Travel Mileage Allowance for Walking, Cycling, Carpooling, 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.

If your organisation wishes to incentivise cycling or 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, and so on.

## Appendix 12 - Smarter Working & Remote Working

### Remote Working

Remote working can benefit both employer and employees. For employers, the benefits can include reduced business costs, retaining top talent, and a happier workforce. Maintaining a healthy work-life balance should be a priority for employers and employees. Technology-based alternatives to work and business travel can also help workplaces to achieve reductions in road and air travel emissions.

For employees, working remotely can allow for increased flexibility and autonomy and the reduction or elimination of stressful commutes. Saving time that would otherwise be spent on a long commute can allow employees to have better work-life balance. Technology such as online meetings and videoconferencing software, collaboration platforms, and cloud services keep people connected and allow them to have meetings and complete projects from remote locations.

The concept of working from anywhere is more likely than ever to become an integral part of the future state of work. As technology continues to advance, it will bring workers virtually closer together and connected across various locations.

For more information on remote working for both employers and employees, please visit [Gov.ie – Guidance for Working Remotely](https://www.gov.ie/guidance/working-remotely).

### Car Sharing

Car sharing, also referred to as Car Clubs, facilitates several people having access to one (or more) car(s) at different times according to their needs. Car sharing is based on a simple principle: the car is used when needed. If the car is not needed, it can be used by another person. One of the benefits of car sharing is that it saves money on insurance, tax, fuel, and maintenance.

Another benefit is that it can reduce the number of car parking spaces, especially for organisations with limited physical space for car parking, and with employees who increasingly do not want to own a car, a car club could be beneficial.

Car sharing can also help reduce traffic congestion and wear and tear on the roads. Reduced congestion leads to decreases in air pollution and energy consumption.

### Taxi Services

Travelling by Taxi can be another way of incorporating sustainable travel into your commute and reducing the number of single occupancy vehicles on the road, whether is it travelling to work or travelling for business.

Plan your journey in advance and use the [TFI Taxi Fare Estimator](https://www.tfi.ie/taxi-fare-estimator) tool to budget for your journey. All figures are approximate and depend on traffic congestion.

### **TFI – Driver Check App**

The [TFI Driver Check App](#) allows users to check that the vehicle they are about to hire has been registered correctly and that the driver has the appropriate license to operate the vehicle. This information can also be forwarded to a friend or colleague for peace of mind that they are travelling safely and that there is a record of the trip. For more information on travelling by Taxi, please visit [Transport for Ireland – Getting Around by Taxi](#).

### **Promoting flexible working practices to reduce car travel**

Flexible working practices can have a significant impact on employee wellbeing an absenteeism, Green House Gas emissions, and easing pressure on your organizations car parking.

With so many of us making the shift to working from home during the pandemic online meetings have become more commonplace. For those not working from home or without access to a permanent desk promote online meetings or videoconferencing if in place. Employees are often aware of online meeting and videoconferencing facilities but aren't familiar with how to operate them or how to resolve technical problems. Based on the results of your survey, your organization could:

- Introduce or upgrade equipment
- Publicise locations of equipment currently available.
- Carry out workshops on how to use online meeting platforms and videoconferencing
- Develop an FAQ or troubleshooting guide
- Make it company policy that online meeting and videoconferencing should replace face to face meetings where appropriate.

### **Introduce Flex-time**

The introduction of flextime allows people on infrequent public transport routes to use public transport occasionally and may reduce pressure on car parks as employee arrival times are staggered.

### **Introduce Homeworking**

This 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.

### **Highlighting policies at recruitment**

Where new employees are being recruited, they should be made aware that free car parking is not provided, while also highlighting the travel options available to them.



## Appendix 13 – Optimising Use of Car Parks

Managing access to and use of car parking spaces will also impact on the number of people choosing to drive alone on-site. Some options to manage your organisations 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. However, the 'true costs' associated with parking will also include:

- Maintenance costs
- Insurance
- Security – both personnel and lighting, CCTV, fencing or barriers
- Land purchase
- Ground works and surfacing
- Street Furniture (for example signage, bins)
- Administration – including personnel and software

Where expenditure that would have been directed towards car parking issued to promote other modes, an organisation can reduce costs associated with parking while also addressing employee wellbeing.

### Introduce Permit Parking

Options to consider when introducing parking permits include:

- Removing 'reserved' car-parking spaces, other than car sharing spaces.
- Allocating parking permits on a 'needs' basis, with priorities defined by employees. Categories of priority might include those who are mobility impaired, shift workers, women in late term pregnancy, employees with carers' duties, carpoolers, those using a car for business, or employees with a lack of access to public transport.

If your organisation already has parking permits, consider:

- Inviting all employees to re-apply for permits on an annual basis. This will allow Facilities to remove old permits from the system and to get a more accurate picture of who is accessing your organisation's car parks.
- Charging an administration fee to get a parking permit.
- 'Buying-back' parking permits from employees or exchanging permits for other perks.
- Introducing a 'cash out' scheme where a bonus is awarded to employees at the start of the year and decreased every time an employee uses the car park.



## **Managing Parking**

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

- Introducing clamping for cars parked outside designated parking bays. Having a 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.
- Increase Cycle Parking Provision and ensure it is covered and well lit. Then cyclist can park in the space needed to hold one car. 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 on-line 'click & 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 or visitors. Consider ring-fencing funds raised for sustainable travel for example cycle parking or a shuttle bus and publicise this investment. 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.

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