

Community Research Services, Somerset

Bargaining for Better Green Travel

How UNISON members can get the most
out of Green Staff Travel Plans

Report to UNISON South West Regional Political
Committee: May 2002

Contents

Foreword by Chair of Regional Political Committee	Page	3
Where GSTPs fit in the wider picture		4
Basic facts about Green Staff Travel Plans		5
Green Staff Travel Plans - what does good practice look like?		6
Starting points to bear in mind	6	
Guidance given to employers	6	
What works?		7
Benefits from and barriers to change – and options available		8
Car sharing	8	
Cycling	9	
Walking	9	
Public transport	10	
Strategy options for introducing car parking restrictions/charges		10
Other optional incentives		11
Tax measures to encourage green travel		12
Green Staff Travel Plans – Regional and national case studies		13
A rural South West Council	13	
Salisbury District Council	14	
South Gloucestershire	16	
Borough of Poole	17	
Bristol City Council	18	
Stroud District Council	19	
Weymouth Council	19	
Derriford Hospital	20	
University of Bristol	22	
Nottingham City Council	23	
Nottingham City Hospital	24	
Conclusion: GSTPs –10 Campaigning Suggestions		25
Bibliograohy		27
Information sources and contacts		30

FOREWORD

Green Staff Travel Plans: Be prepared!

National UNISON policy supports Green Staff Travel Plans (GSTPs) as a part of the government's overarching strategy to tackle the harmful social, environmental and health effects of Britain's reliance on travel by car.

If they are to succeed in bringing wider benefits to society, trade union support for GSTPs is crucial. However, travel plans can affect members' conditions of service, such as allowances, benefits, workplace parking and recruitment and relocation packages. All the official guidance points to the importance of trade union involvement in developing GSTPs. Guidance produced by the DETR for government departments is clear in emphasising this.

"You would find it valuable to hold informal discussions with (trade union or staff representatives) at a very early stage, before going public with the idea of a travel plan. ... The union could be represented on the consultation group, or on the steering group in a large department in which significant changes are planned.... Keeping staff and their representatives fully informed reduces the likelihood of anyone feeling threatened by the travel plan and increases the likelihood of support and success." (Developing an effective travel plan: Advice for government departments, January 2000)

Some of our employers have already introduced measures - either as part or in advance of travel plans - in which the 'sticks' have been more evident than the 'carrots'. However, travel plans are meant to be reviewed, and their impact monitored, so there is built-in scope for union representatives to raise issues of concern and argue for improvements in the Travel Plans.

UNISON'S South West Regional Political Committee has taken positive action to help ensure that GSTPs result in a win/win situation. We commissioned research aimed at providing negotiators with information and examples which will help them achieve the best possible results for members and the community. We are grateful to union activists and APF members in the South West for the information and insights they have contributed from their own experience. We hope this pack will be helpful to other colleagues in the South West.

Yours sincerely

Chair – Regional Political Committee

Where GSTPs fit in the wider picture

GSTPs, and individual members' responses to them, are important at a local and a global level. They are part of a range of measures aimed at achieving long-term government goals for sustainable transport. These goals contribute to global and European environmental targets to which Britain is signed up. GSTPs therefore have a place within Rio/Kyoto agreements as well as in local transport planning. Like Russian dolls, each change in a member's mode of travel fits within the employer's Travel Plan, which fits within Local Transport Plans, which are part of the government's transport strategy, which fits within global agreements and targets.

GSTPs also have a part to play in meeting the relevant requirements of the Disability Discrimination Act, and other policy goals such as reducing road traffic and injuries from collisions, and developing an integrated transport system. The framework with most immediate relevance to GTPs is the Local Transport Plan (LTP).

Local Transport Plans (LTPs) are local strategies which should address the health effects of environmental pollution, traffic congestion and public safety. They should¹ both encourage major employers to adopt GSTPs and provide a supportive framework for such Plans.

Preparation of Local Transport Plans is a requirement upon all local transport authorities (i.e. unitary and county councils). The government guidance² which transport authorities are required to follow says that these strategies for local transport should contain five key elements:

- Objectives consistent with the government's integrated transport policy *and commanding widespread support*;
- An analysis of problems and opportunities
- A long-term strategy to tackle the problems and deliver the LTP objectives
- A costed and affordable 5-year implementation programme of schemes and policy measures; and
- A set of targets and performance indicators

The LTP should attempt to anticipate future travel demands and potential problems and an appraisal section should assess the extent to which the measures within the plan address the problems identified. It should also identify opportunities for making improvements to transport services.

The issue of access to places of employment is specifically referred to in the government guidance. This states that when identifying 'Problems and Opportunities', LTPs

"must also include consideration of transport-related problems, such as poor access to employment and services and adverse impacts on the environment."

In light of some of the evidence in the South West, it is entirely possible that in some rural areas these issues are less effectively addressed than the guidance suggests they should be.

The guidance also says that

"If an authority intends to ... tackle congestion and pollution by the introduction of road user charges and/or a levy on workplace parking then the LTP must include proposals for improving alternatives ahead of the charging scheme."

¹ The degree to which they do so appears to vary quite widely, which has an impact on the range of incentives and options available to workers.

² DETR, *Guidance on full Local Transport Plans*, DETR, 2000

LTPs are also required to include proposals for detailed public consultation arrangements on any charging scheme. Local authorities have the discretion to make exemptions from charges and levies (for example, for people with disabilities).

Councils which are transport authorities themselves are expected, at the very least, to show that preparations are in hand for travel plans on their own major sites. The desired standard, however, is for transport authorities to have plans in operation for all their own major sites, with targets in place. Local transport authorities are required to monitor the effectiveness of travel plans - including their own.

Given the government targets; the guidance and evidence from experience available to them; and a responsibility on the part of local transport authorities to set an example to other major employers, it is reasonable to expect that such authorities' Green Staff Travel Plans will incorporate the best elements of environmental sustainability and good industrial relations practice.

Basic facts about Green Staff Travel Plans³

A GSTP can enable an organisation to reduce the impact of travel and transport on the environment, whilst also bringing direct benefits to employers and to staff.⁴ Green Staff Travel Plans based on best practice have the potential to address the problems faced by UNISON members in travelling to work. These have been summarised as:

- Lost time – absorbed in traffic jams, where no other activity can be pursued**
- Costs – especially for low paid workers**
- Safety - on roads; using/waiting for public transport; and walking**
- Stress - induced by congestion, mechanical failures, poor driving conditions etc**
- Health impacts - from emissions and from inadequate physical exercise**

A key focus of Green Staff Travel Plans is to reduce the number of single-occupant car journeys to work. While this may require some sacrifices from us all GSTPs can bring direct benefits to staff as well as improving the environment.⁵

- GSTPs are a package of measures tailored to the specific characteristics of individual work sites. Good GSTPs are also be tailored to address the characteristics and needs of a workforce.
- A GSTP should contain a mix of incentives (carrots) and disincentives (sticks) and can encompass some potentially popular alternative working practices (such as teleworking/nine day fortnights) that reduce the need to travel to work. Government Research across Europe shows that effective plans are those that provide financial incentives and disincentives to drive to work⁶.
- A GSTP can address all types of travel associated with an employer's activities, not just journeys to and from work.

³ They can be referred to by a number of titles, including travel to work plans, commuter travel plans and employee or staff travel plans.

⁴ Source: the *EEBPP web site*

⁵ Source: the *EEBPP web site*

⁶ *The Potential for Further Changes to the Personal Taxation Regime to Encourage Modal Shift* (DTLR, October 2001)

- GSTPs are intended to be dynamic: developing and changing with time and circumstances.
- GSTPs can have a positive part to play in meeting the travel needs of disabled workers.

Green Staff Travel Plans - what does good practice look like?

Starting points to bear in mind:

- Unions should be invited to be involved in developing GSTPs
- Guidance warns employers that staff travel plans should not be punitive
- UNISON members should expect, and be offered, a combination of financial, and other incentives to use alternatives to sole car use before they are presented with additional costs associated with travelling to work.

Guidance given to employers

The government's guidance for its own departments sets out the key elements of a good travel plan, which includes, among other things, involving all staff and instituting a package of 'carrots and sticks'.⁷

The first step for employers in devising a successful GSTP is to determine which transport alternatives employees could be prepared to use. A Staff Travel Survey is essential in establishing baseline information about travel patterns and modes, and assessing the elements of a Plan which are most likely to achieve results (model survey questionnaires are readily available). Such a survey should be conducted in consultation/partnership with the union or joint consultative committee (a covering letter jointly signed, perhaps) and sets down a marker indicating that the staff consultation process has begun.

The second step for employers is to make alternative modes of travel more attractive in comparison to driving alone. This means that employers need to invest planning time and resources into removing perceived barriers, and instituting appropriate incentives and disincentives to encourage changes in staff travel habits. As is shown below, research tells us that the most effective carrots take the form of financial incentives provided to those who give up driving alone. These can include a range of measures, some of which are detailed in the tables below and in the case studies provided later.

When Derriford Hospital's Travel Plan was first developed there was no guidance available to draw upon. That scheme has evolved over time and now provides one of the examples of good practice quoted nationally. Since Derriford began work on its Travel Plan in the mid-1990s, extensive guidance, and support for employers has been made available, chiefly from the DETR/DTLR but also from Transport 2000⁸, who are quoted below. The guidance document contained a foreword from the then Minister for Transport, indicating government endorsement. The guidance is clear about the kinds of employee-friendly measures which are fundamental to a good GSTP.

⁷ *Developing an Effective Travel plan: Advice for Government departments*, January 2000: DTLR website

⁸ Key general guidance documents include a *Travel Plan Resource Pack For Employers*, (EEBPP) and *Changing Journeys to Work: an employer's guide to green commuter plans* (Transport 2000)

A green commuter plan (ie GSTP) enables companies to manage the transport needs of their employees. Employers develop a package of measures, in consultation with staff and unions, to encourage the use of alternatives to the car. ... (these) plans are generally low cost initiatives which yield some savings and provide many benefits for both the employer and the employees.

...In the long term the success of the plan will depend on gaining support and co-operation from staff and unions ... Broad support for the project will be easier to achieve if

- staff know that their concerns are being listened to and that those drawing up the plan are looking for ways to address them so far as is practical*
- the plan is fair and seen to be fair, and does not give privileges to more senior staff*
- staff are made more aware of the problems congestion causes, and the predicted growth in traffic. It can work well to brainstorm their own solutions to the organisation's transport difficulties*
- discussions and publicity about the plan answer the questions "what's in it for me?" by setting out the benefits to individuals such as travel perks and savings, and better accessibility for those who have to use cars in the course of their work."*

In particular, a good GSTP –

- Includes attractive benefits and savings to employees and offers wider travel choices which enhance the staff recruitment package.*
- Promotes equal opportunities by providing travel perks which are available throughout the organisation rather than incentives for a few, and by supporting those staff without access to a car.*

(Changing Journeys to Work: An employer's guide to green commuter plans, Transport 2000, 1997)

What works?

A recent report, commissioned by the DETR/DTLR, looked at the impact of the existing tax system on chosen modes of transport using information from both the UK and other countries⁹. The study found that the most effective Travel Plan measures involve direct financial incentives as well as disincentives.

In general, the car use reduction effects of different GSTP components were as shown in the table below.

⁹ *The Potential for Further Changes to the Personal Taxation Regime to Encourage Modal Shift* (DTLR, October 2001)

Components of Travel Plan	% modal shift
Information-only travel plans	0%
Consists mainly of car pooling	5%
Incorporates financial incentives to use alternative modes	8-10%
Includes financial disincentives to car use	15%

(Source: DTLR, October 2001)

Nottingham City Council undertook a comparative study of seven Staff Travel Plans in operation within the area, including its own. Most of these involved large private sector employers. The conclusions were that:

“Most of the employers surveyed, and those with the most initiatives underway, were investing significant resources in green commuting. Some major organisations were investing 50p per employee per week or more. Progress was clearly linked to the level of investment” (It’s Your Choice: Staff Travel Plan, City of Nottingham, January 2001)

Benefits from and barriers to change – and options available

The following tables set out some of the benefits and barriers associated with alternative modes of transport which have been identified by employees. They also provide real examples of mechanisms used by employers to tackle the barriers.

Car sharing	
Benefits	Barriers
Saves money	Fear of being unable to get home in emergency
Time to relax without driving stress	Need to keep to set schedules
Chance to socialise	Less able to stop off on the way home
Preferential use of ‘high occupancy vehicle’ lanes in some towns/cities so faster journeys.	Giving up time alone
<p>Carrots: Employers can tackle the barriers by</p> <ul style="list-style-type: none"> • Providing a guaranteed ride home in emergencies • Preferential parking arrangements for car sharers e.g. guaranteed prime location parking spaces and/or lower/no parking charges • Setting up a car share database so that staff can contact others with similar working/travel patterns • Rewards, gifts and prizes for those signing up to a car sharing scheme (subsidies, redeemable coupons, extra holidays) • Offering cash in exchange for relinquishing car parking permits 	

Cycling	
Benefits	Barriers
Speed, convenience and reliability	Not owning a bicycle or not confident to cycle
Improved health and fitness	Lack of safe cycle routes and fear of accidents
Enjoyment	Bad weather
Saving money	Lack of facilities at work
<p>Carrots: Employers can tackle the barriers by</p> <ul style="list-style-type: none"> • Secure and sheltered cycle parking • Facilities for showering, changing and drying/storing/ironing clothes • Financial incentives such as interest-free lease and loan schemes for cycles and equipment • Support and recognition for staff Bicycles Users' Groups (BUGs) • Negotiating with local authorities on safe cycle routes to the site • Providing cycle proficiency training • Providing advice on safe routes to work and producing maps showing cycle ways • Providing pool cycles and more generous bicycle allowances • Offering cash in exchange for relinquishing car parking permits 	

Walking	
Benefits	Barriers
Improved health and fitness	Safety fears
Financial savings	Distance
	Weather conditions
<p>Carrots: Employers can tackle the barriers by, for example</p> <ul style="list-style-type: none"> • Providing information about good routes. • Negotiating with local authority to provide improved walking routes • Ensuring work sites are pedestrian friendly and well-lit • Providing shower and changing facilities (as cycle users) • Offering cash in exchange for relinquishing car parking permits 	

Public transport	
Benefits	Barriers
No need to park	Lack of services on desired routes
Congestion-free routes on rail and where there are bus lanes	Services are seen as slow, infrequent, unreliable
Less stress from driving	Lack of space for heavy equipment or luggage
Cheaper travel - fare discounts that can also be used for leisure journeys	Fears for safety when travelling at night
Better access to traffic restricted town centres	Lack of readily available passenger information
A chance to meet neighbours	High fares
Less time wasted - able to use travel time productively	Low status image
	Train travel – lack of convenient connections
<p>Carrots: Employers can tackle the barriers by, for example</p> <ul style="list-style-type: none"> • Providing accessible/reliable travel information • Providing interest-free loans for bus or rail season tickets repayable through payroll • Negotiating corporate discounts to subsidise staff travel passes • Negotiating day ticket deals to allow for irregular public transport use • Negotiating increased and re-routed bus services to meet staff needs • Lobbying for improved services such as bus lanes, low floor buses and countdown information systems at bus stops • Lobbying for new train stations • Providing company transport with or without access by the wider public • Addressing safety fears through eg lighting and patrols of paths and bus shelters, and providing shuttle services • Offering cash in exchange for relinquishing car parking permits • Guaranteed ride home – as with car-sharing. 	

Strategy options for introducing car parking restrictions and charges

One UNISON steward whose job involves transport planning observed that *“The most contentious elements of travel plans are normally where local authorities have large uncontrolled car parking that staff use.”*

The criteria for access to car parking should be based on job requirements and transport needs – not seniority. Employers should include provision for an appeals process for individuals who believe they are particularly disadvantaged by any scheme of car parking charges and restrictions.

Employees issued with permits might include people who:

- Have a mobility problem
- Need to use a car in the course of their work

- Are car sharing
- Work out of hours
- Have no appropriate bus route and live too far away walk
- Have responsibilities as carers (eg dropping off children) which cannot be met using available public transport.

Charges can be made more acceptable by

- Making it clear that parking revenue will be used to pay for improving other travel options
- Setting parking fees on a sliding scale so that higher earning staff pay more
- Simultaneously offering staff a travel allowance or redeemable vouchers. Staff can then choose whether to spend the allowance on parking or save money by using other forms of transport.
- Offering staff a compensatory one-off income adjustment at the introduction of charges

Other optional incentives

Flexible and alternative ways of working: Some employers include alternative working patterns in their approach to developing GSTPs. These may include homeworking and teleworking for some of the time and the use of tele-conferencing. Another approach provides for 'compressed working time'. For example, full-time staff can work more hours each day but work a 9-day fortnight; or part-time staff can work for fewer days by re-arranging their hours. Some employers offer reduced working hours as an option in certain circumstances.

Rewarding green travel: Cash in the form of 'green allowances' and other incentives can be offered to all those who commute by alternative modes to single car use for all or some days each week. Benefits have included **extra holidays**, and **points or vouchers** which can be exchanged for goods or services.

Personalised Travel advice: This can take the form of individual travel plans based on an employee's journey to work, including an assessment of the available options.

Partnerships with local authorities: Local authorities have an important role to play in supporting travel plans by providing physical improvements in the vicinity of sites developing travel plans, or by offering pedestrian or cycle training programmes to schools. They should also be encouraged to help employers collect and interpret data on travel patterns and produce a base-line summary of the data.

Tax measures to encourage green travel – introduced April 1999

It is worth noting that while some incentives may attract tax liabilities for staff or employers, others do not.

NO TAX	TAX CONCESSIONS
Works buses with 17 or more seats which are used to bring employees to and from work	Employees who use their cycles for business travel can claim capital allowance on a proportion of the cost of the bicycle.
General subsidies to public bus services used by employees to travel to work, as long as employees' journeys are not already subsidised	Employers can pay staff up to 12p per mile tax free for using their own cycles on business travel.
Bicycles and cycling equipment made available for employees to get between home and work.	Employees can claim tax relief of 12p per business mile if their employer does not provide payment
Interest-free loans of up to £5,000 for purchasing bicycles, season tickets, motorcycles etc	Employers can pay tax free for alternative transport to get car sharers home in emergencies, when working late and in other exceptional circumstances
Workplace parking for bicycles.	
Additional paid holidays.	

Green Staff Travel Plans – Regional and national case studies

A Rural South West District Council

Unison involvement

UNISON was invited to participate in the working group involved with developing the plan, but the union's overall assessment was that financial savings were the main motivating factor for councillors. The UNISON representative at this council advise that implementation of this plan has been stalled through staff changes.

Special features

Public transport provision in the area is said to be 'weak'. The plan appears to place little confidence in the council's ability to work in partnership with the local transport authority, or to influence its, and the transport providers' policies and actions. The terms 'partnership' and 'lobbying' are absent while, 'contact' and 'co-ordination' are used in describing the linkages.

The authority operates from three administrative bases and has various other service delivery points.

The plan identifies that there is a need for "improved choice so that options other than the car exist or if no alternative exists, the most environmentally acceptable approach is taken."

The viability of initiatives has been measured against three criteria:

- The environmental impact of transport
- Better use of resources
- Health benefits

Measures and options proposed/underway

- Car sharing scheme: proposed to promote a centrally co-ordinated scheme
- Assessing the cost of providing emergency free rides home where needed.
- Pool cycles provided
- Business mileage rate of 25p per mile on use of pool cycles
- Proposed cycle racks and lockers
- Proposed grants or loans to purchase cycle equipment
- Proposed provision of shower and changing facilities
- Provision of public transport information points
- Assistance with personal journey plans
- Corporate purchase of season tickets (hope to gain a discount for staff)
- Assessing feasibility of home working as a permanent option
- Assessing feasibility of a remote office
- Assessing feasibility of Compressed Working Week (9 day fortnight).

Comment

The measures/proposals contained in this plan can, in some respects, be compared/contrasted with those for Salisbury. Both cover large rural areas, Salisbury District covering an area almost 100 sq km larger than this council. Both have below the SW average population per sq km, although this council's density is lower than that of Salisbury District.

This GSTP has been developed in a rural area where the public transport network itself is underdeveloped and the council is operating from several sites. Its rural nature suggests that many staff travel from dispersed locations so that car sharing is less of an option for them.

There is a fairly generous allowance at 25p per mile on use of the pool cycles. Beyond this there are few clearly identified financial incentives for staff to give up using their cars, and, unless the council can secure substantial travel pass discounts, little/nothing for staff who already use more sustainable forms of transport.

Remote working and compressed hours are an important part of the plan as can bring benefits to staff in terms of travel savings and extra 'work-free' days.

The UNISON representative says that *"The most useful lesson learnt so far is to keep staff fully informed and to ensure that the travel plan concentrates on good practice without being geared to making life difficult for staff, for example, by cutting travel allowances when car travel is convenient etc. This only leads to bad feeling and a lack of interest by staff in doing anything to help reduce pollution etc."*

Most elements of the plan are at an exploratory stage and it remains to be seen whether they materialise.

Salisbury District Council

Unison involvement

UNISON was invited to become involved from the very start of the development process which led to Salisbury's GSTP. The evidence suggests that without the union's full and informed participation throughout, the Plan could have included a number of less acceptable elements.

With the benefit of Regional Officer guidance, stewards participated in sub groups and in negotiations with management and Councillors about staff car parking and other issues, and they consulted members fully on the proposals. During the negotiations the Branch highlighted to employers the kinds of problems experienced in other areas where such initiatives had been imposed without meaningful consultation.

Special features

A UNISON document 'Moving Forward' was quoted by the Policy Director in a paper produced to examine options.

There are problems with 'park and ride' only coming in the north of the city first pending others to follow, and with provision for staff working late who needed to get to cars in the dark between 6pm and 10pm.

A report by the Policy Director to the Council's Joint Consultative Forum stated that *“(staff) currently enjoy free parking as a condition of service and have arranged their lifestyles around this availability. It is not reasonable to suddenly remove the concession ...”*

Measures and further proposals

- Pool bicycles provided;
- Cycle parking facilities
- Showers and changing facilities
- Cycle mileage (35.8p) on use of own bicycles
- £25 voucher available for cycle equipment after cycling 25 miles on business
- Pool cycles
- Interest free loans up to £1000 for purchase of cycle or electric bike recovered through payroll
- Interest free annual travel season ticket loans recovered through payroll
- Free 'Park and Ride' permits for new employees living over 2 miles from the Council Offices
- Where no suitable Park and Ride, city centre permits to be issued to new staff on an interim basis until a suitable Park and Ride site is available.
- Travel vouchers to the same value as Park and Ride permit as alternative option
- Existing staff can change permits for travel vouchers or Park and Ride permits as suitable sites open
- Buyout of parking permits at £965 (net of standard rate tax)
- Optional essential user status buyout at £1218 (net of standard rate tax) (Note: essential users over 1500 miles pa). Casual mileage rate higher than essential rate.
- Essential users can opt for both buyouts (amounting to £2183)
- A voluntary home working policy is being developed and is currently in draft form.

Comment

The Salisbury Council GSTP is a fully-fledged policy which is set out in a pack for staff. To date it must rank as an exemplar among rural local government schemes. It is clearly very serious about providing financial incentives to staff to stop using their cars and a number of well thought out options have been put in place to persuade existing and future staff to use alternative travel modes.

The UNISON branch negotiator believes that unless members take advantage of current incentives more draconian measures may follow. He is *“... concerned about whether the Council has done enough pro-active work amongst staff to encourage green commuting”*

South Gloucestershire

Unison involvement

Consulted on the GSTP proposals. No direct information.

Special features

South Glos covers a densely populated urban area which essentially forms part of the Bristol conurbation, as well as a rural hinterland . It has two administrative centres.

South Gloucestershire Council has set targets for the number of employers that it hopes to encourage to develop their own GSTPs. The council is taking a leading role, as transport authority, in facilitating and encouraging employer partnerships to support GSTP, as well as developing one of its own. Some key elements of South Glos Council's GSTP have been developed on an area basis with other employers. Some aspects of these partner employers' plans are outlined as they provide examples of what can, and is being done, by employers in various sectors.

South Gloucestershire Council Headquarters site

- Public transport information on the Authority's intranet and in paper format
- Public transport season ticket loans for staff
- Informal car sharing facility on intranet
- Cycle allowances and cycle purchase loans provided – bid for cycle-friendly employer award
- Promotes Bicycle Users' Group to forward interests of cyclists
- Priority car-sharers scheme
- Home working and remote working
- Free vehicle testing for employees' vehicles

Options/Measures undertaken in South Glos by other employers

AXA Sun Life

- Free shuttle bus service during peak periods between the site and Bristol Centre.
- Public transport season tickets made available on an interest-free company loan scheme
- Covered and policed bicycle and motorcycle sheds for 140 cycles and 12 motorcycles
- Changing rooms, showers and storage lockers
- An annual 'Bike to Work' day with a free breakfast as an incentive
- A senior employee is actively involved in cycling promotion.

Rolls Royce

- Has invested over £200,000 in providing incentives for staff to use alternatives to car travel.
- One site has parking for 500 cycle and 400 motorcycles (20% of workforce)
- The company has provided direct (policed) access for cycles and pedestrians to Patchway Station
- A company Director leads and champions the company's Bicycle Users' Group
- Changing and shower facilities for 40 cyclists/walkers/joggers with proposals for more
- Dedicated inter-site bus service between Filton and Derby offices

The Ministry of Defence

- The site was specifically designed to encourage green travel
- The MoD contributed to development/funding of a new branch railway station adjacent to the site
- Has worked with the council/rail operator to promote through ticketing and ticket discounts
- Rail information is displayed on its intranet
- An on-site bus stop has been provided with 20 buses per hour during peak times
- Negotiated bus season ticket discounts for staff
- On-site cycle paths provided an integrated with surrounding cycle network
- Cycle racks, showers and drying facilities provided
- Car sharing database set up

Borough of Poole

Unison involvement

Consulted.

Special features

Poole acknowledges/embraces its role in setting standards for other employers. The GSTP is explicit about the need to join forces with other employers to make certain provisions viable and mutually beneficial. Its GSTP makes linkages with its wider responsibility as a transport authority.

Options/Measures

- Car sharing system set up
- Emergency free taxi service to support car sharing scheme
- Promote existing motorcycle allowance to staff and councillors
- Travel information system
- Investigate, with other employers, purchase of staff minibus
- Promotion of home working
- Pool cycles provided
- Cycle parking
- Showers and storage facilities
- Investigation of cycle lane provision around Civic Centre
- Loan facilities for cyclists and public transport users
- Consider making public transport season tickets available at the workplace

Comment

Although Poole is adopting an eclectic mix of measures there appear to be few, if any, direct financial incentives offered to staff as inducements to change their mode of travel to work.

Bristol City Council

UNISON Involvement

The Branch Secretary advises that the branch have not been centrally involved with GSTP development. The unions are consultees but are not part of the Travel Plan Steering Group as in some other examples. One of the Branch stewards is employed in transport planning in Bristol and therefore has specialist knowledge from this perspective he says: *"We have involved unions in consultation to date and obviously as a steward I am very aware of ensuring that any issues that could impact on staff are raised at the proper forums ..."* He observed that *"Generally a good travel plan has a large mix of incentives to encourage change and potentially some "sticks" in later years if no impact is made on modal split"*.

In common with a number of other councils Bristol produced a 'framework' document outlining broad policy options. Following the agreement of the framework Bristol will implement individual building travel plans across the authority.

Special features

All but a minority of Bristol City Council staff lost their car parking facilities around two years ago and this is not a benefit which they now stand to lose through the introduction of a GSTP. Against this backdrop the options outlined will, according to the steward, *"basically widen choice through improvements and information for public transport, walking and cycling measures, car sharing etc ..."*

The Council is removing essential car user allowance as part of single status implementation. It is felt that this will impact on the lower paid, particularly as there is no apparent provision for alternatives such as sufficient pool cars.

The Council links its GSTP to the Local Transport Plan and Safer Routes to School strategies and refers to its role in encouraging other employers and championing GSTPs.

The Council has a large number of sites which will also need to develop site specific GSTPs using a similar process to that for the administrative centre.

No central budget has been earmarked to fund GSTP initiatives. Steering Group members to lobby for departmental allocations.

Options/proposals

- Discounted bus season tickets @ 10% discount.
- Benefits to apply to all staff
- Formal car sharing scheme with incentives - an option
- A centrally co-ordinated pool cycle scheme – an option
- Cycle parking – existing programme
- Changing rooms – existing programme
- Exploring additional incentives to change mode from car
- Exploring scope for more flexible working
- Exploring scope for homeworking/teleworking

Comment

Bristol's framework is extremely broad-brush, with an emphasis on process. It sets out more potential policy options than proposals and does not appear to draw as heavily on good practice guidance as it might. There is a strong flavour of concern about financial savings/costs. The absence of a central budget to fund GSTP measures must seriously limit the steering group's options and send out messages which are likely to eclipse the impact of the proposed 'Leadership at senior level'.

Service conditions negotiations on matters related to staff business travel do not seem to be joined up with the GSTP.

Bristol's approach appears to have reversed the recommended order of things as they have implemented the 'sticks' outside of the ambit of the GSTP, and offer few carrots for staff in the GSTP proper.

Stroud District Council

Unison involvement

Unison was invited to nominate a representative to the Steering Group responsible for the GSTP, and the Special Projects Officer attended a Joint Consultative Committee meeting to answer questions related to the proposals.

Comment

The Stroud GSTP has not reached implementation stage, having just recently received approval from the Council's Cabinet.

Weymouth Council

UNISON involvement

The Branch has been involved in discussions about green travel plans and has been represented on a council car parking working party which appears to have run parallel with the GSTP discussions.

Special features

Weymouth council's agreement relating to use of cars etc. has been in operation since 1990 and was introduced on a contractual basis.

The UNISON branch anticipates that free car parking will be withdrawn from all staff undertaking fewer than 3 business trips per week. Occasional users will be expected to pay and other staff will no longer have access to parking spaces.

This arrangement seems likely to have the greatest impact on lower paid/lower graded staff. The union has negotiated some concessions. Among these is an 'assessment of need' process from a family/carer- friendly perspective, with the aim of allowing some to pay rather than lose a space. There is also provision for managers to arrange daily parking passes to meet sporadic business needs.

Car sharing is being encouraged by the provision of spaces for sharers, and spaces for disabled people are also provided "*However, it involves payment in most cases, or no space at all for some.*"

Car leasing and loans are subjects currently under discussion.

Options/proposals

- Lockable cycle parking
- Showers and some lockers
- Negotiations underway with bus companies for cheaper fares
- Car sharing encouraged by provision of (paying) parking spaces
- Pool cars for business travel

Comment

In instigating the GSTP proposals the Council appears to be adopting the 'sticks before the carrots' approach seen in some other areas. There are few positive financial incentives for staff to change their mode of travel to work.

Derriford Hospital

Unison involvement

Unison was not centrally involved in the development of the GSTP. However, staff consultation was fairly extensive. Around 20% of all staff were involved in face to face discussions about the proposed commuter plan at Derriford Hospital. Meetings were held to fit in with shifts.

Special features

The hospital is five miles from Plymouth City Centre, in the outer suburbs. It employs approximately 5,800 staff. Almost 80% are women and almost 60% are paid less than £15,000 p.a. 87% live more than 2 miles from the hospital.

The Trust's overriding strategic goal is to be recognised as a leading centre of clinical excellence This required the provision of accessible car parking spaces for patients and visitors as well as many staff that have no viable alternative means of transport.

The Derriford GSTP had its origins in a planning refusal to extend its car parking provision in 1995. The Trust was unable to meet all anticipated demand for car parking spaces. The staff travel plan was first introduced in 1998. Key elements of the Plan were made possible through the support of Plymouth City Council, for example, in ensuring that bus services were at a level where they represented a viable alternative to car use.

The travel plan is largely funded through ring-fenced staff parking charges, introduced to deter car use and generate recurring income. A portion of this has been used to subsidise bus travel to the hospital.

It is stated that the cost of providing and running Derriford Hospital's car parks and the cost of Travel Strategy initiatives will continue to be met solely from parking tariffs. Staff may be asked to contribute more in future to the cost of alternative modes of transport as their use increases. There is an undertaking that staff car parking charges will not be set at punitive levels and will be much lower than the actual cost of providing the facility.

The effectiveness of the GSTP measures is closely monitored, including through staff surveys.

Measures

- Free parking for night staff, weekend staff, disabled staff, volunteers and car sharers
- Parking permit buyout scheme: £250 per employee driving to work at least 3 days per week
- Cycle parking facilities
- Showers and changing rooms and lockers (upgraded) for walkers and cyclists
- £500 three year interest-free cycle purchase loans
- Interest free loans for motorcycles
- Improved pedestrian facilities on site: pavements, lighting and crossings, security patrols.
- Computerised car sharing/matching scheme
- Prime spaces and parking charge exemption for car sharers
- Guaranteed ride home for car sharers in emergencies
- Frequent bus service provision: more bus stops, a bus station
- Better bus timetable information
- Discount on staff bus passes in exchange for car parking permits
- Discount per journey for other staff holding Green Zone passes (includes non-work journeys)
- Bus priority measures
- Funding to encourage home working
- Personal travel planning advice

Comment

The Derriford GSTP depends heavily on partnership working, particularly with the City Council and transport providers. As a single-purpose site the hospital has some unique features, as well as particular difficulties to overcome.

Calculations made by the Trust in 2000 show that parking space provision costs the Trust almost £445k p.a. – many times more than is spent on bus subsidies.

There are questions about the levels of subsidy provided to car users as compared with non-car user/owners and whether the better off among Derriford staff are receiving a better deal than the poorest.

University of Bristol

Unison involvement

The unions and other staff were consulted through a Staff Travel Survey and upon the publication of a draft travel plan. A number of comments included in the consultation feedback were incorporated into the final GSTP.

Special Features

The University is not campus-based and in spite of measures to locate its various departments more closely together over recent years, the University remains housed in a number of separate buildings, including hospital sites, and halls of residence in and around the Clifton area of the city. Clifton is extremely hilly and particularly difficult for people with a mobility problem.

The impetus for the University's GSTP came from key parking proposals contained in the City Council's Local Transport Plan. These made it clear that the University would need a strategy to resolve parking problems which had already been evident for some time and which would be exacerbated by the proposals.

The GSTP covers all car parks in the main precinct and central hospitals. This encompasses a relatively large geographical area. The plan *"aims to ensure that all staff working in the main precinct have greater choice and flexibility in how they travel to work each day"*.

The University has collaborated with other employers, including a hospital Trust, in the development of measures contained in the plan.

The lead in time for new arrangements was designed to give staff 12 months to consider alternative methods of travelling to work. Phased implementation began with incentives to encourage alternatives to the private car, followed by changes in the car parking system and increased parking costs. For the first four years at least, income from car parking charges was to be spent on travel to work matters.

Options/measures

- Parking permits set on a sliding scale related to salary and deducted at source
- A limited number of spaces to be made available for staff with exceptional needs (definition to be determined in consultation with trade unions)
- Annual special needs permits repayable in monthly instalments
- Staff with reserved permits living within 2 miles invited voluntarily to give them up
- Car-sharers receive priority allocation of any available reserved parking spaces
- Car-sharing database improved and to become web-based
- Guaranteed ride home for registered car-sharers
- Investigation of a pool/departmental vehicle system
- £130,000 over four years to be spent on improving facilities for walkers, cyclists and motorcyclists (storage, washing and changing) also, bus shelters and improved lighting.
- Interest-free cycle loans up to £500
- Cycle business mileage rate of 10p per mile
- Interest-free credit for bus and train season tickets bought on behalf of staff.
- 10% discounted bus season tickets

- Free shuttle bus service between key sites/destinations including train and bus stations
- Investigating early morning buses for cleaning and portering staff
- Travel information help-line to explain options
- Preferential taxi rates for staff
- Provision for homeworking to be formulated
- Review of flexible working hours policy

Comment

The University appears to have taken the consultation process seriously in that there is evidence that the original draft plan was altered to accommodate concerns expressed by staff.

The 'carrots' are not overly generous but they have been put in place before the 'sticks' are brought to bear, and there are some 'fringe' benefits e.g. while purchase of a parking permit only provides a right to seek a University parking space, it would cover out of hours parking if required.

There is practical recognition of pay differentials and the needs of people with mobility problems, although the 'limited' number of spaces set aside for 'exceptional needs' suggests that qualification for an individual space may not guarantee its allocation. This could present real difficulties for people in this hilly area.

The free shuttle bus service, and discounts and loans for season tickets are available to those who already use alternatives to the car, so lower paid staff in this category do stand to benefit.

Nottingham City Council

Special features

Nottingham City Council's GSTP, adopted in 2001, superseded the Council's Green Commuter Plan, which had been in operation since November 1995. Three staff travel surveys have been undertaken since. The original funding for the Notts model's development came from European 'Mobility Management' funds.

Nottingham City Council has gained national recognition for its partnership working on its Local Transport Plan and GSTPs (cited in the Observer, Sunday 3 February, 2002). It has received fact finding delegations from other European cities who have been looking to develop transport planning on a similar model.

Following a review of GSTPs adopted by other local employers, the City Council identified the importance not only of adequate resourcing of GSTPs but also *appropriate* resourcing '*targeted for best effect and value*'.

Measures and options proposed/underway

- Cycle stand and secure cycle parking at a number of the council's city centre buildings
- Showers/ lockers and changing facilities at a number of the council's city centre buildings
- Cycle allowance of 15p per mile for business journeys
- Interest free cycle and electric cycle loan scheme

- Contributed to production of cycle route maps
- Fare deal staff discount travel card scheme for bus travel (via payroll)
- Bus timetable information and leaflets provided to staff
- Bus pass promotions
- Train travel discount scheme via payroll deductions
- Park and ride discount scheme
- Car sharing scheme
- Compressed working
- Teleworking
- Intranet transport web site
- Feasibility study re provision of works buses to key sites
- Investigating need for adult cycling proficiency training
- Tram travel season tickets via payroll and possible tram travel discounts

Comment

Nottingham City Council has been involved in green travel planning for several years and its structures and processes appear to be well developed.

Nottingham's approach has been to deliver the 'carrots' before the 'sticks' rather than doing both together (or the other way around). The plan includes the statement that

"The Council recognises that its employees have diverse needs and working arrangements and that a wide range of travel options will allow more staff access to greater freedom of travel choice."

Nottingham City Hospital

Special Features

The Trust sees partnership working with a range of stakeholders as essential. These include: The city council; Transport providers; The 'Alternative Transport Group' (ie interest group of staff); The Commuter Planners Club (a voluntary conglomeration of employers); Disability groups; Staff and Staff Side groups. The GSTP is integrated with the Local Transport Plan and the hospital management are active in lobbying the council for general improvements in transport provision.

As with Derriford, planning decisions, and the needs of patients/visitors provided impetus to GSTP, as did proposed city car parking levies. The issues include the questions of whether the employer or staff pay the parking levies (between £150 and £300); whether payment would, in any event, secure staff spaces, and whether the levy would disadvantage lower paid members and undermine recruitment/ retention.

The measures set out in the strategy have the status of options rather than being firm commitments at this stage.

Measures and options proposed/underway

1. Restrictions on the numbers of parking permits issued to staff. One or all of the following criteria could be adopted:

- Permits depend on distance from, and difficulty in travelling to, the hospital by means other than the car.
- Higher priority for staff working out of hours or rotas
- Priority to staff who car share

This was proposed in the context of the City Council's transport plan proposals to

- Invest in public transport
- Provide better facilities for cyclists and pedestrians
- Provide better maintenance of roads, footways, lighting and bridges
- Promote road safety awareness and training
- Work with transport operators and the public

2. Car sharing scheme with priority parking or a discount scheme based on agreed criteria

3. Where there is a proven need for more spaces than can be accommodated in available space, **a second car park deck** (called a Stacker) was seen as a viable option.

4. Location of a transport 'hub' on the hospital site. This would include a range of accessible facilities for transport users including: Travel information; baby changing and toilet facilities; snack/beverage facilities; travel ticket purchase point.

5. Encouragement to walk and cycle. The hospital has won awards for its investment in cycling facilities. These are likely to include secure cycle parking, lockers, showers, drying and ironing facilities. There is also an arrangement with a local cycle shop to provide discounts on cycles for staff. Further options considered are:

- developing a safe route for cyclists and walkers in conjunction with an adjacent school.
- A cycle loans scheme whereby staff can hire a bicycle a week at a time, possibly using travel tokens.
- Loan facility for purchase of bicycles
- Good security provision for cycles

6. Encouragement to use public transport. The hospital is proactive in lobbying, and working with the council to provide bus services which meet staff needs and bus passes that can be used on all services. It is also lobbying to have a tram service to the site as part of the new tram system. It is working to ensure that transport service timetables are integrated, to minimise the total travel time for staff and patients/visitors. Travel passes are to be made available on site to avoid the journey into the city centre, and better travel information systems are being developed. One option proposed is to introduce Travel tokens which subsidise travel for staff who use public transport, show good work performance or have a good attendance record.

The hospital is using the Alternative Transport Group as a conduit to gather feedback about service developments that staff want to see.

Comment:

The GSTP's major emphasis is on managing the site to maintain quality services for patients and this priority does not always coincide with benefits for staff.

The strategy recognises the issues for staff working irregular hours and for those on low incomes. However, it is difficult to detect any positive financial rewards for staff who already use public transport because they do not own/have access to a car.

There are some measures aimed at providing financial incentives to switch from car use but there is not a great emphasis on this. The GSTP also appears tentative around financial and other incentives for car sharing.

The recognition that the site is not easy in terms of cycling, has gone hand in hand with a relatively high level of investment in encouraging cycling, with more measures in the pipeline.

Conclusion

Green Staff Travel Plans –10 Campaigning Suggestions

1. Information is power! Use the information available in this pack (and elsewhere if you have time) to ensure you are not outmanoeuvred and can take the initiative on negotiations if necessary.
2. Raise awareness among members about the more beneficial kinds of GSTP packages that can be achieved and the reasons why reducing car use is important.
3. Where proposed changes in service conditions involve any aspect of travel, UNISON branches should argue for these to be developed as part of a coherent GSTP, following good practice guidelines summarised in this document, to avoid piecemeal introduction of punitive measures under the guise of 'green' policy.
4. Where employers are initiating a GSTP UNISON should seek to be closely involved through the plan's development.
5. UNISON branches should seek agreement on terms of reference at the outset of GSTP negotiations. These should assure staff that the aims are to produce a travel plan which offers benefits to employees as well as to employers and the environment.
6. The recently published evidence showing that the most effective measures include financial incentives to give up or reduce car use is an important piece of information to raise with employers, since they should be aiming for a plan that has a real impact on car use.
7. UNISON members working for councils with responsibility for transport planning can use their employers' moral responsibility to set an example to other employers. For example they can argue that such councils should set good standards with regard to staff incentives.
8. Anonymous data resulting from Staff Travel Surveys should be shared and discussed with union representatives so that everyone is aware of what it shows. This goes for follow-up surveys as these may be a way in for introducing incentives if the original plan is not proving effective in changing habits.

9. Use local democratic levers. Both individually and collectively UNISON branches/members can use their campaigning skills to call their transport authority to account if
 - the public consultation on Local Transport Plans has been inadequate and/or local views are not properly reflected in the LTP
 - they do not make adequate improvements to transport provision to address the problems associated with travelling to work.
 - road user charges or a levy on workplace parking is introduced without implementing proposals for improving alternatives ahead of the charging scheme.
10. There is potential for the union to enhance its public profile through such a campaign. It could help counter the view which has emerged in some places, that council employees are 'feather—bedded' on such matters as parking etc at the expense of local residents.

Brenda Weston

Community Research Services, Somerset.

April 2002

Bargaining for Better Green Travel

Bibliography

Guidance on full Local Transport Plans, Department of the Environment, Transport and the Regions: DETR, 2000

The Potential for Further Changes to the Personal Taxation Regime to Encourage Modal Shift DTLR October 2001

Travel Plans: Energy Efficiency Best Practice Programme, www.energy-efficiency.gov.uk/transport

Developing an Effective Travel plan: Advice for Government Departments, DTLR, January 2000

Travel Plan Resource Pack For Employers, Energy Efficiency Best Practice Programme: website

Travel Plans: The role of Human Resources and Trades Union Representatives in Supporting Travel Plans: Energy Efficiency Best Practice Programme: website

Changing Journeys to Work - An employer's guide to green commuter plans, Transport 2000 (1997).

Preparing your organisation for transport in the future: The Benefits of Green Transport Plans DETR, June 1999

A Resource Pack for Promoting Sustainable Transport: European Commission INPHORMM Project, 1998 <http://www.wmin.ac.uk/INPHORMM>

Walk in to Work Out: Encouraging walking or cycling to work: DTLR 2002

Positively Public Transport: UNISON's Policy on Public Transport Development: UNISON, May 2001

Salisbury District Council Travel Plan: Salisbury District Council, 2001

Salisbury and Wilton Cycling Guide, Salisbury Joint Transportation Team and Cycling Opportunities Group for Salisbury, 2000.

University of Bristol Transport Plan: University of Bristol, 1999

Derriford Travel Strategy (Synopsis): Plymouth Hospitals NHS Trust

South Gloucestershire Local Transport Plan 2000: South Gloucestershire Unitary Authority

It's Your Choice: Staff Travel Plan: Nottingham City Council, January 2001

Employee Travel Plan: Borough of Poole, 1999

Travel Plan Process for Bristol City Council: Policy Statement, Bristol City Council, April 2001

Nottingham City Hospital Commuter Plan 2001-2006, Nottingham City Hospital NHS Trust

Green Travel Plan and Supporting Research, Mid Devon District Council, June 2001

Local Transport Plan for Somerset 2001-2006, Somerset County Council, August 2000
TravelWise to Work, Wiltshire County Council, 2001

Devon County Council Local Transport Plan, Devon County Council

The Regional Sustainability Development Framework for the South West of England,
Sustainability South West, 2001

Additional information

Thanks for additional outline information on local Staff Travel Plans supplied by e-mail by UNISON members.

Bargaining for Better Green Travel

Useful information sources and contacts

<p>Department of Transport, Local Government and the Regions (DETR/DTLR) Zone 1/22 Great Minster House 76 Marsham Street London SW1P 4DR Tel: 020 7890 4904 Fax: 020 7676 2167 E-mail: http://www.local-transport.dtlr.gov.uk/travelplans/index.htm</p>	<p><i>The DTLR is the Government Department responsible for transport and environmental policy. They can provide information on Government policy in the area of travel plans. The Government's Transport Plan - "A New Deal for Transport - better for everyone", 1998 (price £16.50) is available from:</i> The Stationery Office Publications centre PO Box 276 London SW8 5DT Tel: 020 7873 0011 Telephone orders: 020 7873 9090 <i>It is also included on the DTLR website at</i> http://www.dtlr.gov.uk/itwp/index.htm</p>
<p>INPHORMM Project http://www.wmin.ac.uk/INPHORMM</p>	<p><i>INPHORMM is a transport research project funded by the European Commission's Transport Directorate DG VII as part of their programme of Research into Sustainable Mobility.</i></p>
<p>Association for Commuter Transport. (ACT) Glenthorne House Hammersmith Grove London W6 0LG Tel: 020 8741 1516 Fax: 020 8741 5993 E-mail: mail@act-uk.com Website: http://www.act-uk.com/</p>	<p><i>An association for employers and a source of advice and information on travel plans. Meetings are held regularly, to which all members are welcome. For advice or information about joining ACT, contact Andy Costain or Katherine Mitchell.</i></p>
<p>Environment and Energy Helpline Tel: 0800 585794 Website: www.etsu.netgates.co.uk/</p>	<p><i>Access to free, impartial information and advice on all aspects of travel planning including commuter planning, business travel planning, fleet management, freight distribution and logistics. In addition to being able to provide free specialist publications on all these aspects, the Helpline can also provide free advice from a specialist consultant.</i></p>

<p>Energy Efficiency Best Practice Programme Website: www.energy-efficiency.gov.uk/transport</p>	
<p>Transport 2000 1st Floor The Impact Centre 12-18 Hoxton Street London N1 6NG Tel: 020 7613 0743 Fax: 020 7613 5280 Website: http://www.transport2000.org.uk/</p>	<p><i>Transport 2000 works for sustainable transport policies that reduce traffic, improve bus and rail services, promote walking and cycling and make maximum use of rail and water for freight transport. Useful publications by Transport 2000 include "Changing Journeys to Work - an employers guide to green commuter plans" (1997), "Healthy Hospital Toolkit" (1998) and "A Safer Journey to School" 1999</i></p>
<p>SUSTRANS 35 King Street, Bristol Tel: 0117 929 0888. Website: http://www.sustrans.org.uk/</p>	<p><i>The charity co-ordinating the building of the national cycle network and the Safe Routes to School initiatives. They have information regarding travel plans for schools, which will relate to other organisations.</i></p>
<p>The Confederation of British Industry (CBI) Centre Point 103 New Oxford Street London WC1A 1DU Tel: 020 7379 7400 Website: www.cbi.org.uk/</p>	<p><i>The CBI produced 'All Aboard - A Guide to Transport Best Practice' (1997).</i></p>
<p>Energy Savings Trust's Powershift Programme Tel: 0345 277200</p>	<p><i>Offers grants of up to 75% of the cost of purchasing and converting vehicles capable of operating on alternative fuels.</i></p>
<p>Motorvate - the greener fleet certification scheme Helpline: 0808 100 9100 Website: www.greenerfleet.org.uk/</p>	<p><i>A Government backed award scheme to help companies cut their fleet travel costs while helping the environment.</i></p>
<p>Pedestrians Association 31-33 Bondway London SW8 1SJ Tel: 020 7820 1010 Fax: 020 7820 8208 E-mail: info@pedestrians.org.uk Website: http://www.pedestrians.org.uk/</p>	<p><i>The Pedestrians Association campaigns to improve safety and conditions for pedestrians - better pavements, better crossings, less traffic and less pollution. It aims to encourage more people to walk.</i></p>

<p>Other information sources on walking</p> <p>http://www.local-transport.dtlr.gov.uk/walking/index.htm and Traffic Advisory Leaflets: 3/00 - Walking Bibliography and 06/00 – Monitoring Walking - http://www.roads.dtlr.gov.uk/roadnet/work/ditm/tal/walking/index.htm</p>	
<p>Cyclists' Touring Club (CTC) Cotterell House 69 Meadow Godalming Surrey GU7 3HS Tel: 01483 417217 Fax: 01483 426994 E-mail: cycling@ctc.org.uk Website: http://www.ctc.org.uk/</p>	<p><i>The Cyclists' Touring Club provides advice for cyclists on insurance, legal and technical issues. It also co-ordinates a public affairs policy group (C-PAG) representing cyclists.</i></p>
<p>National Cycling Strategy Website: http://www.nationalcyclingstrategy.org.uk/ <i>DETR can offer advice on cycling and produces a number of useful cycling leaflets.</i> Tel: 020 7676 2130 Cycling leaflets can be viewed at: http://www.roads.dtlr.gov.uk/roadnet/work/ditm/tal/cycle/index.htm</p>	<p><i>The National Cycling Strategy web site provides information on promoting cycling and comprehensive links to other sources of guidance.</i></p>
<p>The Telework, Telecottage and Telecentre Association (TCA) Tel: 0800 616008 Website: http://www.tca.org.uk/</p>	<p><i>For advice on teleworking.</i></p>
<p>Information Society Initiative (ISI) Tel: 0845 715 2000 (ISI Business Infoline) E-mail: info@isi.gov.uk Website: http://www.isi.gov.uk/</p>	<p><i>ISI produce a guide aimed at companies, individual employers and employees - all of whom could benefit from working somewhere other than in a conventional office-based environment. It aims to raise opportunities and issues that should be considered before changing personal/ company way of work. The Guide entitled 'Working anywhere, exploring telework for individuals and organisations' is available from the ISI.</i></p>

<p>The Home Office Partnership</p> <p>Website: http://www.flexibility.co.uk/</p>	<p><i>Website provides case studies of companies that have introduced teleworking. The Home Office Partnership also produce a Guide entitled 'Telecommuting 2000. The future of transport in the Information Age.'</i></p>
<p>UK Public Transport Information</p> <p>Website: http://www.pti.org.uk/</p>	<p><i>This website, accredited by the Institute of Logistics and Transport, covers all travel by rail, air, coach, bus, ferry, metro and tram within the UK (including the Channel Islands, Isle of Man and Northern Ireland) and between the UK and Ireland. It provides information on timetables, fares, ticket-types, passenger facilities etc.</i></p>
<p>National rail enquiries</p> <p>Tel: 08457 484950</p> <p>Website: http://www.railtrack.co.uk/</p>	<p><i>Provide advice on all aspects of your rail journey, including times and fare prices.</i></p>