CO₂MMERCE

creating optimal mobility measures to enable reduced commuter emissions

Standards for developing Workplace Travel Plans

Summary edition

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1. Background

1.1 Definition

A workplace travel plan is a long-term management strategy employed by an organisation to promote more sustainable transport amongst staff, visitors and deliveries to its site. This can simultaneously bring about a number of benefits such as a reduction in associated CO_2 emissions, cost savings, reduced congestion and improved health through active travel so that both employers and employees truly benefit.

A workplace travel plan usually addresses a variety of different travel types to and from a site, namely:

- Commuter journeys
- Visitors
- Business travel undertaken by staff
- Fleet vehicles operating as a part of company activity
- Delivery and contractors

Where more than one company occupies a site, it is possible to join forces and produce a travel plan with benefits for all.

The term Travel Plan is synonymous with Mobility Plan and both terms are used in this document.

The COMMERCE Project has set about increasing the uptake of travel plans across the EU and improving travel plan quality. These standards form an important part of this process. They constitute a set of criteria, based on empirical analysis, consultation and field testing with practioners from many different EU countries that can be used to promote good practice in Workplace Travel Planning.

1.2 Benefits

Travel plans bring benefits to the local **community**:

- reduced congestion
- reduced journey time
- improved transport services
- improved site access
- energy savings
- reduced noise and pollution
- improved quality of life in the area

Travel plans can produce many benefits for **organisations** such as:

- reduced carbon footprint
- improved accessibility of the site and buildings
- improved road safety on and near their sites
- reduced operational costs, such as by minimising car parking
- reduced absenteeism
- support staff retention and recruitment
- successfully pursue the corporate social responsibility (CSR) credentials of the organisation

There are also benefits for the **staff**:

- increased on-site amenities such as showers and bike repair
- improved health through more walking and cycling
- costs and time savings by using cheaper modes
- reduced stress through flexible working and increased journey time reliability
- improved quality of life

1.3   Scope

The workplace travel plan standards offer a framework in which high quality travel plans can be established, from planning through to implementation.

It is intended to be used by any organisation developing workplace travel plans and to be applied in any condition in which workplace travel plans are implemented. Suitable actors include:

- company managers
- local authorities organisations
- urban planners
- public transport operators
- developers

Since the scope of a workplace travel plan varies widely according to country and organisation size, the standards do not seek to establish specific targets, but rather a broad framework of measures and a route map for success. They take into account the principle of pan-EU transferability and reach out in particular to bodies developing Mobility Plans for the first time.

They allow the user to assess the standard and benchmark an existing Mobility Plan, or provide a management process in which a robust new Mobility Plan can be developed **(Table 3)**.

The document contains theoretical elements – basic guidelines that should be taken into account when developing a workplace travel plan **(Table 1)**, as well as examples of specific measures that can be implemented **(Table 2)**.

2. Workplace Travel Plan Components

2.1 Integrate the travel plan into organisation's long-term strategy

Travel plans can assist in increasing accessibility whilst reducing congestion and pollution, reducing operational costs, improving health and recruitment of staff. As such, a travel plan may be set up due to many factors:

• Economic
• Environmental
• Social
• Transport

2.2 Commitment

2.2.1 Senior management support

Senior management support is critical to ensure the success of a travel plan and it is important that this support is secured at the beginning of plan development.

2.2.2 The travel plan co-ordinator

The workplace travel plan co-ordinator represents the key to a successful travel plan and he or she needs to become the driver of the plan. The co-ordinator may be helped by a steering group.

2.2.3 Staff consultation

The travel plan should involve all the staff from the beginning. This promotes the feeling of ownership and likelihood of achieving behaviour change.

2.2.4 Local/Regional authorities and public transport operators

Local and regional authorities and transport operators may be able to offer direct assistance to organisations to design, draft and monitor their travel plans as well as provide public transport information

2.3 Baseline evaluation of travel patterns and site audit

2.3.1 Site audit

The site audit assesses existing facilities and policies and makes suggestions on how to capitalise on them. Examples include parking availability and management, scope for bicycle parking, pedestrian access, flexi-working policy and proximity of public transport. Scope for cost savings can be estimated at this stage.

2.3.2 Staff travel survey

A staff travel survey will furnish an organisation with an accurate picture of travel patterns and an understanding of how to engender behavioural change. It also allows the creation of a baseline from which an organisation's CO_2 emissions can be monitored.

2.4   Objectives and targets

All workplace travel plans should set objectives and targets. The overall objective might be to cut costs, improve recruitment and retention, improve staff well-being and health or reduce the carbon footprint.

Supporting targets might be to reduce car use amongst staff by 10% over 3 years. For each target there should be stated clear delivery dates.

Consequently, to support the objectives, the targets should be SMARTER:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**ime-bound
- **E**valuated
- **R**eviewed/Rewarded

2.5   Actions

The key to a successful workplace travel plan is to identify the transport alternatives that staff are prepared to use, trying to encourage modal shift. Hence a combination of measures can prove the most effective approach. See **Table 2**.

Communication activities are proven to translate into greater uptake of sustainable travel. Additionally, it seems that staff respond well to initiatives that result in personal benefits such as time and cost savings.

2.6   Monitoring and evaluation

Being a dynamic process, a travel plan grows and develops over time. Annual or bi-annual travel surveys allow progress to be monitored against the targets and objectives, and allows these to be reviewed accordingly. In order to compare the results properly, the monitoring methods should be kept consistent over the timeframe.

Several monitoring and evaluation tools for travel plans have been developed in Europe such as **iTRACE** and **Max Sumo**.

iTRACE www.itrace.org.uk
Max Sumo www.epomm.eu

2.7   Financial issues

It is important for a workplace travel plan to include financial aspects concerning its development and implementation:

- presentation of a business case for developing the workplace travel plan
- the cost for developing the travel pan
- the financial benefits of the travel plan
- sources of funding

3. Standard Classification Criteria

3.1 Travel Plan Standards

This constitutes a benchmarking tool to compare travel plan quality as well as a management tool for improvement, as each of the sub-components are ranked either as basic level, intermediate level, or advanced level standards. **See Table 3**.

In order to achieve BASIC, INTERMEDIATE and ADVANCED standard levels, it should be possible to demonstrate compliance with all.

4. Further information

The complete Travel Plan Standards document can be downloaded from the COMMERCE website (www.commerce-eu.org) as can all the deliverables from the project. So that these resources and tools can be shared going forward, COMMERCE has set up a Travel Plan Forum on the Mobility Management community website (www.allinx.eu). Here, there is a COMMERCE Group which is home to an ongoing collation of Travel Plan tools from across the EU to assist implementation, as well as a discussion forum to solve common challenges.

www.allinx.eu   www.commerce-eu.org

5. Table 1 – Travel Plan Guidelines

5.1   Travel Plan Guidelines – items to include in the strategic document

Section	Content	Comments
Introduction	Summary of the key points of the travel plan	Should be brief and include objectives, targets and a summary of the measures
	Background	A short overview of the site being developed, introduce the organisation (no. of employees, activity, etc.)
		It should explain reasons for travel plan development and the scope of the travel plan in both the short-term and long-term
		The health, economic, environmental and social benefits should be described
	Policy	This section should briefly underline the relevant national, regional and local policy and outline the relationship of the workplace travel plan with development policies and others
Roles and responsibilities	Staffing implications	Describe the roles and responsibilities of the Travel Plan Coordinator and of each person/group involved in development and implementation of workplace travel plan
Travel patterns site audit and environmental impact	Travel survey	Here must be explained the main purpose of the travel survey
		The questionnaire and the full travel survey results should be attached to the travel plan
		The key findings of travel surveys should be included in the text (especially existing mode shares) and how these will influence strategy, targets and measures
	Site assessment	Describe the site and any current issues, problems or areas of concern. For example: • Site location, boundaries and access points for all modes of transport • Walking location, nature and quality of on and off-site facilities. Consider also time penalties, the capacity of available facilities and entry/exit points • Cycling location, nature and quality of on and off-site facilities. Consider also time penalties, the capacity of available facilities and entry/exit points • Public transport – location, nature and quality of facilities, routes, hours of operation, frequency, available capacity, accessibility and other facets • Anticipated car use – car sharing, pool cars, fleet • Accessibility for disabled travellers • Any other relevant existing site-specific travel initiatives It must be included in the travel plan to provide sufficient context
Objective, targets and indicators	Environmental impact	Analyse the environmental impact (Calculation of CO_2 emissions per mode and total)
	Initial travel costs	Analyse the costs related to staff travel
	Objective	State what the organisation wants to achieve by implementing the travel plan
	Targets	State the measurable goals used to asses the objectives – such as modal shift - and the timeframe
	Indicators	State elements to be measured
Actions/Measures		List the action to be taken considering the following issues: • Dates for implementation and completion • Set out responsible persons for the actions • Resources required (time and money) • Communication methods (state actions for involving employees and mechanisms for delivery)

5. Table 1 – Travel Plan Guidelines cont.

Section	Content	Comments
Monitoring and evaluation	Monitoring strategy	State how the WTP will be monitored
		Identify how the effectiveness of the travel plan is tested and what the indicators for success are
		State the frequency which the travel plan will be reviewed
		State who is responsible for collecting and publishing data
		State who is responsible for producing monitoring report
	Evaluation	Based on the monitoring information, revise progress on targets
		State the reason for adjusted targets
Financial issues	Cost of travel plan	State the cost for each element involved: co-ordination, initial budget, surveys, etc.
	Financial benefits	State the financial benefits of the travel plan indicating the reduction of cost per element
	Sources of founding	State the source and the amount
	Other financial issues	State any other expenses

6. Table 2 – Travel Plan Measures

6.1   Travel Plan Measures – Common examples

Mode	Travel Plan Measure
CYCLING	**Cycle parking** Provide safe, secure and covered cycle parking close to the entrance of place of work
CYCLING	**Bicycle User Groups** A collection of staff who raise awareness of the need for better facilities for cyclists at work
CYCLING	**Pool bikes** Provide a number of bikes for staff to make short work-related journeys along with locks, helmets, panniers and lights. Folding bikes can be used easily on journeys combined with public transport.
CYCLING	**Facilities** Provide lockers, changing/ drying facilities and showers
CYCLING	**Financial incentives** Offer financial incentives such as interest-free bicycle loans or discounts for bicycle purchase
CYCLING	**Mileage allowance** Provide a cycle mileage allowance to enable financial reimbursement for staff cycling on company business
CYCLING	**Publicity and promotion** Produce cycle map identifying quiet and safe cycle routes to premises
CYCLING	**Cycle links to your site** Can the local authority improve cycle infrastructure to the site
CYCLING	**Repairs** Offer an onsite Bicycle repair service to staff (weekly / monthly)

6. Table 2 – Travel Plan Measures cont.

Mode	Travel Plan Measure
CYCLING	**Competitions** Cycle to work competitions for staff with prizes for those that walk the furthest over a 4 week period. A permanent competition can be arranged through a competition website
WALKING	**Health Benefits** Raise awareness of the health benefits of walking through promotional materials
WALKING	**Maps** Maps showing safe walking routes, indicating distances and times to the most common destinations, link with public transport services
WALKING	**Infrastructure** Ensure that footpaths to, from and on site are direct, well lit and well maintained.
WALKING	**Pool Umbrellas** Make available a pool of umbrellas in the reception area for staff members wishing to walk to a nearby meeting or go shopping at lunchtime
WALKING	**Competitions** Walk to work competitions for staff with prizes for the staff members that walk the furthest over a 4 week period. A permanent competition can be arranged through a competition website.
PUBLIC TRANSPORT	**Promotion** Promote the benefits of Public Transport to staff: often cheaper than the car, don't need to find a parking space, can relax or work on PT.
PUBLIC TRANSPORT	**Disseminating public transport information** Promotional leaflets indicating routes/ bus times/ costs could be distributed to staff, or put on website or attached to pay slips
PUBLIC TRANSPORT	**Incentives** Interest Free Loan for staff to purchase annual season ticket / communal travel passes staff can use
PUBLIC TRANSPORT	**Shuttle bus** Provide Shuttle bus for staff – especially useful for sites out of town
CARS	**Car Pooling** Procure lease cars for staff to use for work-related journeys so they do not have to bring their car to work
CARS	**Car Sharing** Identify colleagues with similar routes to work, in order to share a single car, share the cost of driving
CARS	**Car Clubs** Employers can request access to a car club car during working hours as a cheap way of providing car access to staff for meetings
STRATEGIC	**Car park management** Car parking costs can be a major drain on an organisation's resources - Give priority staff parking to Electric Vehicles - Reduce the number of parking spaces - Introduction of parking charges
STRATEGIC	**Alternative Work Practices** Organisations can reduce the need to travel by providing IT support to allow employees to work from home or introduce flexible working hours
STRATEGIC	**Freight Deliveries** Rationalisation of deliveries - could fewer trips be made by better co-ordination of deliveries? Encourage use of local suppliers.
STRATEGIC	**Fiscal incentives** Cash instead of company car

7. Table 3 – Travel Plan Standards

7.1 Standards for Workplace Travel Plans – Delivery Criteria

Criteria	Standards		
	Basic	Intermediate	Advanced
1 - Integration into the long term policy strategy			
Motivation: (at least one choice)			
Economical motivation	■		
Environmental motivation	■		
Social motivation	■		
Transport matters motivation	■		
WTP is integrated within the organisation's business plan		■	
2 – Commitment			
Existence of a travel plan coordinator	■		
Existence of an inter-departmental steering group		■	
External stakeholders involved in steering group			■
Involvement of senior management and HR	■		
Travel plan coordinator / implementer of measures to have completed training		■	
Staff (representatives) involved in planning and implementation	■		
Public transport providers involved in support and implementation		■	
Local government bodies involved in support and implementation			■
Budget allocation for travel plan (other than staff time)		■	
3 - Travel patterns, Site audit and Environmental impact			
Survey of the travel patterns of staff/visitors and their needs to change behaviour (response rate 25+%)	■		
Survey of the travel patterns of staff/visitors and their needs to change behaviour (response rate 40+%)		■	
Survey of the travel patterns of staff/visitors and their needs to change behaviour (response rate 50+%)			■
Survey on current organisation's delivery patterns, fleet operations, business travel requirements and scope for consolidation.	■		
Survey on current organisation's mobility amenities and situation (number of car parking spaces, charging schemes, bike stands, showers, number of employees/visitors, working times/opening times)	■		
Site assessment to calculate existing cost of access and transport provision		■	
Assessment of the CO_2 emission generated by staff and delivery movements		■	
4 - Objectives, targets and indicators			
Setting specific objectives based on the analysis of survey results	■		
Setting Measurable targets based on the analysis of survey results, these should include modal shift	■		
Setting Achievable targets based on the analysis of survey results	■		
Setting Realistic targets based on the analysis of survey results and budget	■		
Setting Time-bound targets based on the analysis of survey results	■		
Setting Evaluated targets based on the analysis of survey results	■		
Setting target date for a Review of progress – i.e. through a second travel survey	■		

Criteria	Standards		
	Basic	Intermediate	Advanced
5 - Actions/Measures			
Existence of an action plan	■		
Strategy with targets and milestones for three years		■	
Strategy with targets and milestones for five years			■
Measures: (at least two choices)			
Promotion of alternative modes of transport (walking, cycling)	■		
Promotion of public transport	■		
Promotion of alternative for single car (car pooling, car sharing, car clubs)	■		
New or alternative work practices (tele-working, flexi-time, reduction of car parking, on-site facilities, etc.)	■		
Improvement of the business travels (reducing business car mileage, increase efficiency of freight movements)	■		
Marketing & communication strategy set up for 1 year (targeting staff audience)	■		
Marketing & communication strategy set up for 2 years (targeting staff and external audience)		■	
Marketing & communication strategy set up for 3 years (targeting staff and external audience)			■
7 - Monitoring and Evaluation			
Travel Plan coordinator sets up monitoring strategy	■		
Monitoring activities planned every year or less (second travel survey - attitudinal and quantative)		■	
Results are analysed by senior management	■		
Results are used to revise the travel plan	■		
25% of the targets have been achieved up to the end of the planned period	■		
25-50% of the targets have been achieved up to the end of the planned period		■	
50 - 75% of the targets have been achieved up to the end of the planned period			■
8 - Costs & cost benefits			
Breakdown of operational costs of travel plan	■		
Identification of funding sources	■		
Legal incentives for reducing travel plan costs (subsidy, levy, tax reduction)			■
Developed business case for running travel plan for senior management approval		■	
Budget dedicated for travel plan		■	
Travel plan is self financing through cost savings / revenue generation (e.g car parking charges)			■

EPOMM
European Platform On Mobility Management (EPOMM)
EPOMM is a network of governments in European countries that are engaged in Mobility Management. EPOMM is an international non profit organisation with a seat in Brussels.

London
London European Partnership for Transport (LEPT)
LEPT was established in April 2006 as a new partnership organisation to increase the level of coordination and involvement of London and London boroughs in Europe, particularly related to mobility management. LEPT is supported by Transport for London.

Plovdiv
Municipality of Plovdiv
The local authority is responsible for urban infrastructure and the city's transport plan. Plovdiv is the second largest city in Bulgaria.

Paris
Conseil Regional de L'Ile de France (CRIF)
CRIF is responsible for the Master Plan of the Ile de France region.
Regional environment and energy agency (ARENE)

Bucharest
Regia Autonoma de Transport Bucuresti (RATB)
RATB is the main public transport operator in Bucharest, it is responsible for the operation of buses, trams, and trolley buses. RATB employs over 12,000 staff and is coordinated by the General Council of Bucharest Municipality.

Camera de Comert si Industrie a Municipiului Bucuresti (CCIB)
Founded in 1868, CCIB is a NGO which promotes trade and industry in Bucharest, Romania. It offers European-standard services for the local business community and foreign investors.

Kaunas
Kaunas City
Part of the Municipality of Kaunas, the City development division, in cooperation with the Transport division, is responsible for all sustainability projects carried out by the local authority.

Budapest
Studio Metropolitana
Founded in 1995 by the Municipality of Budapest, Studio Metropolitana is an institute which undertakes research and awareness-raising in the sphere of urban issues.

COMMERCE partners