

# Your Step by Step Guide to Travel Plans



For more information on the Smarter Travel Workplaces programme,  
log onto [www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie)



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*Your Step by Step Guide to*  
***Travel Plans***



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# Impact of workplace travel plans

## How employees travel costs organisations time and money.

Workplace Travel Plans consist of a package of actions to promote more sustainable and cost-effective travel habits among employees, clients and visitors. These plans can also include business travel, fleet management and freight transport if these are significant aspects for an organisation.

Workplace Travel Plans **make business sense**, with some of the biggest employers in Ireland, the UK and internationally undertaking them as a core business management strategy. These organisations are **market leaders**, and are **regularly named Best Workplaces in Ireland**. Many of the actions they undertake are low-cost, with visible results **creating a culture of sustainability** within the organisation.

This document is intended for any organisation wishing to introduce or revise their Workplace Travel Plan to be an **effective strategy to promote more sustainable travel, reduce costs and enhance employee wellbeing**. Smarter Travel Workplaces Partner organisations can contact the National Transport Authority for advice and assistance implementing their Workplace Travel Plan.

Contact [info@smartertravelworkplaces.ie](mailto:info@smartertravelworkplaces.ie) or (01) 879 8300 for more information.

*In the **Mater Hospital**, sales of Tax Saver Commuter tickets for public transport have saved the hospital an average of €33,000 per annum in PRSI payments.*

### IMPACTS OF WORKPLACE TRAVEL PLANS

- Reduced costs associated with car parking
- Reduced fleet and mileage costs
- Reduced absenteeism & enhanced employee wellbeing
- Reduced staff downtime spent travelling
- Increased accessibility for visitors and staff
- Reduced carbon/Green House Gas emissions
- Enhanced 'Green' profile
- Reduced pressure on parking spaces so they are available to those with most need
- Land formerly under parking released for more productive purposes
- Compliance with planning conditions

*Workplace travel plans have been found to **reduce car use by 10-30%**. Irish organisations in the Smarter Travel Workplaces programme have achieved an average reduction of 18% car use so far. This represents **significant savings** to an organisation, **in terms of both money and time**.*







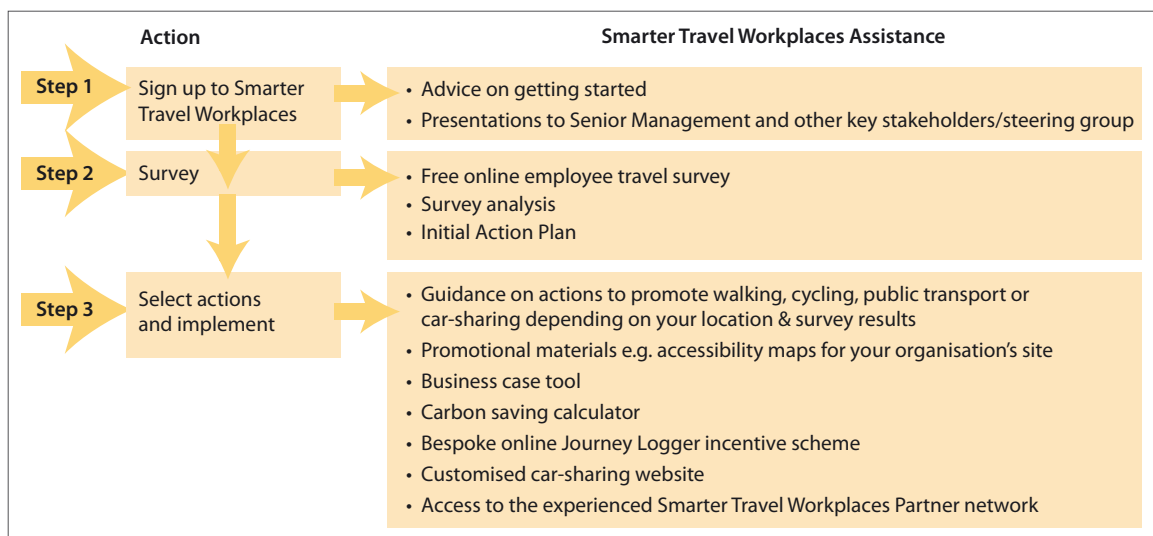
*“Pfizer in Grange Castle is pleased to be engaging with employees in a meaningful way about something that affects them all - the journey to work. There is significant interest from Pfizer employees in sustainable travel and exploring their options. To date we have improved cycle parking, re-launched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

Smarter Travel Workplaces addressing more sustainable travel include:





# Steps 1-2-3



## STEP 1 – SIGN UP!

When an organisation signs up to become a Smarter Travel Workplaces Partner, it has **free access** to an array of tools, resources and expertise to help it manage its travel issues. These include:

- Free online travel survey and analysis
- Business case tool
- Free car-sharing website, customised specifically for your organisation
- Information and advice on implementing your Cycle to Work scheme
- Presentation by senior Government Officers to your Board/Senior Management/key stakeholders
- Free advice from transport professionals
- Access to an experienced and helpful Partners' Network
- Promotional materials e.g. accessibility maps for your organisation
- Online incentive scheme tool for employees – see [www.journeylogger.ie](http://www.journeylogger.ie)
- Cost calculator to embed in your organisations' website

- Information on promoting walking, cycling, public transport, car-sharing and other relevant actions or schemes

In order to become a Smarter Travel Workplaces Partner, organisations must sign a charter, at the highest level within the organisation, agreeing to:

- Survey employees to establish their travel habits and opportunities for change
- Promote more sustainable transport
- Develop an action plan
- Dedicate some personnel resources to the plan
- Dedicate financial and non financial resources to supporting initiatives (*Smarter Travel Workplaces does not specify the level of investment an organisation should make, as this will depend on the initiatives the organisation wishes to undertake*)
- Monitor change and success

**Smarter Travel Workplaces will assist organisations with all of these actions as part of the Partner programme. This programme is free of charge.**



“Since becoming a Smarter Travel Workplaces Partner, **KPMG** has gained an insight into sustainability and workplace travel plans through our access to free advice and resources. A key point for KPMG is to have access to the network of other like-minded organisations, who have an interest in sustainability and travel planning”. – **Karina Howley, Corporate Social Responsibility Manager.**

## STEP 2 – FREE SURVEY

As a Smarter Travel Workplaces Partner, your organisation can avail of the FREE online Travel Survey and analysis of results.

Your survey results will guide your organisation on what actions to undertake, as well as revealing attitudes and potential for change. The staff survey is also a useful communication tool to let employees know that your organisation's Travel Plan is underway.

Key results in your survey are:

- Baseline modal split
- Distance travelled
- Occasional use of other modes
- Willingness to use other modes
- Business travel requirements
- Factors motivating staff to use current modes of travel or to switch modes
- Interest in actions to promote cycling, walking, car-sharing and public transport

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

Even in organisations which are currently very car-dependent, your survey is likely to reveal a willingness to explore other options. This desire to explore change might be linked to health, fitness, cost, stress or time reasons, so a broad range of actions is desirable to reach as many employees as possible. Remember that even if employees make a change for just one day a week, the number of cars coming on site will reduce by 20%.

**57% of workers in Ireland drive to work, with 11% travelling on foot, and 2% by bike. 9% of commuters use public transport. How do your organisation's travel habits compare?**

Reference Census 2006 [www.cso.ie/census/census2006\\_volume\\_12.htm](http://www.cso.ie/census/census2006_volume_12.htm)

## SITE AUDITS

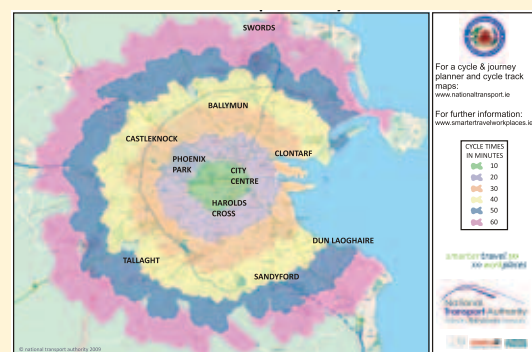
An audit of your site will help identify ease of access for the different transport modes. This can be conducted in conjunction with your employee travel survey.

Site audits can also highlight quick low-cost or no-cost wins – for example, cutting back bushes on a pedestrian route, installing lockers or ensuring that people can access keys to cycle parking. Smarter Travel Workplaces can provide a free checklist for you to use.

## USING SURVEY RESULTS - MAPPING TRAVEL PATTERNS

Maps are useful visual aids and indicate where change is possible – for example, colleagues might discover that they live close-by and can car-share, or one colleague might walk a route that another person thought was too long. Mapping can also be used as a visual tool to raise awareness of the time it takes to get to a work site using different modes. Smarter Travel Workplaces Partners can request cycling and walking accessibility maps for their area. See sample below.

### St. James' Hospital Cycle Times



## Survey → Actions

Remember when choosing your actions to consider



Timeline  
Resources

Who is responsible for implementation?



**Monitor results and celebrate success!**



### STEP 3 – SELECT ACTIONS

Once your organisation has been surveyed, a Steering Committee should be established to look at the survey analysis and choose the right actions for your organisation, based on Smarter Travel Workplaces analysis of your employee travel survey. A nominated coordinator should oversee the implementation of the action plan.

Workplace Travel Plans achieve the goals of many parts of an organisation, so your Steering Group can involve:

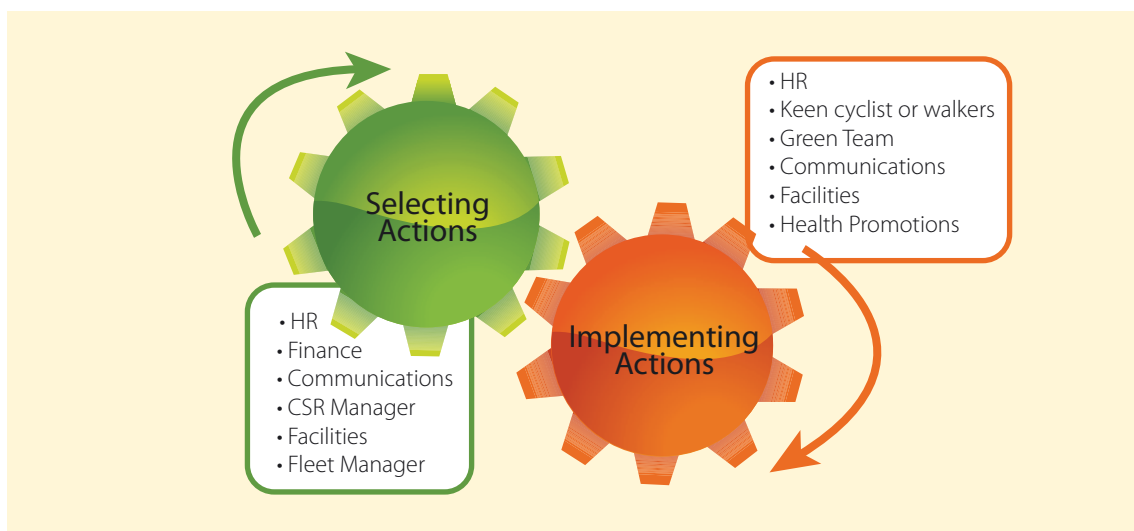
- HR
- CSR managers
- Facilities and Buildings managers
- Site Services
- Finance
- Marketing and Communications teams
- Fleet managers
- Union Representatives

- Green Teams or sports clubs
- Security
- Or any manager whose department generates business mileage or deals with employee wellbeing

Your Steering Group should be representative of your organisation generally, but senior enough to approve actions. It may be that one area will take the lead e.g. HR or Facilities and inform other sections of key decisions.

#### WHAT DOES THE STEERING GROUP DO?

- Identify tasks to be undertaken
- Delegate tasks to appropriate departments & individuals
- Review progress
- Monitor the success of the Travel Plan in meeting its objectives
- Report on successes in the organisation's Annual Report – touching on CSR, environmental management, and staff health and well-being





### Promoting Sustainability Across the Organisation

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

### ISSUES TO CONSIDER

- Who does the implementation committee report to?
- How often do they meet?
- How is their input communicated to a wider audience? Are internal (and external) communications involved with promoting the Workplace Travel Plan?

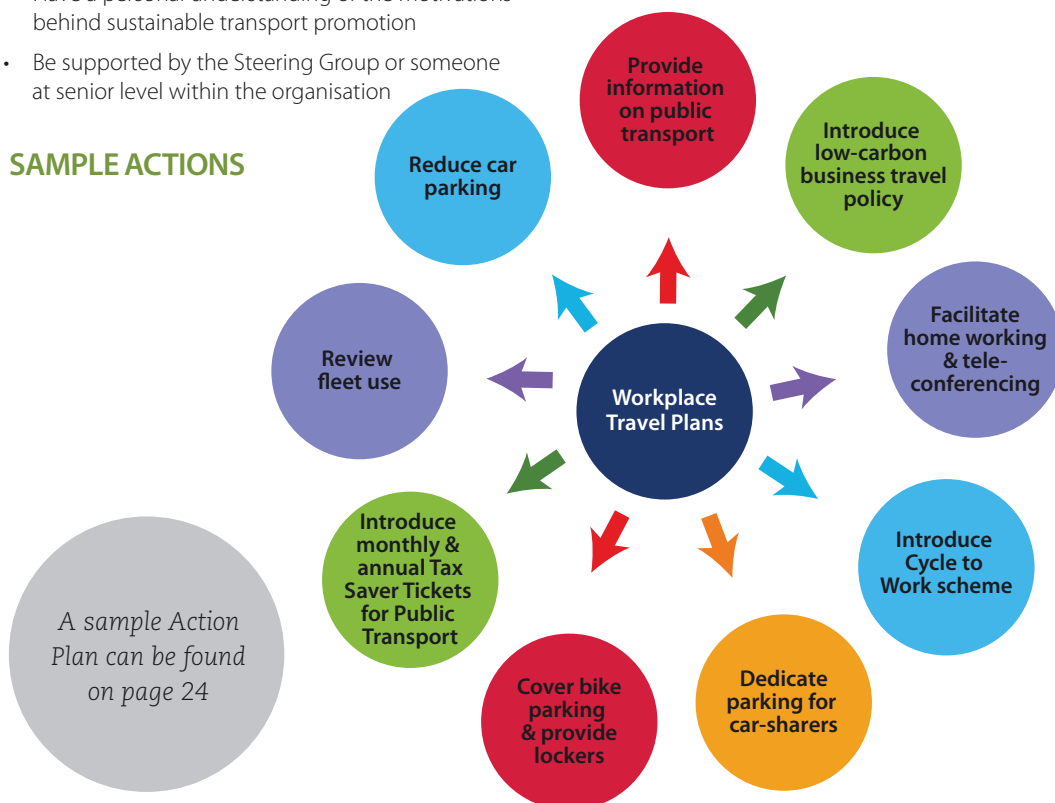
### IMPLEMENTING ACTIONS

A specific member of staff (or a green team) needs to be allocated responsibility for implementing actions, and must be given time to work on them, particularly at the outset. Your coordinator should be:

- A good communicator
- Have sufficient authority to move the plan forward
- Have a personal understanding of the motivations behind sustainable transport promotion
- Be supported by the Steering Group or someone at senior level within the organisation

*Savills have made the development and implementation of their travel plan part of their graduate training programme. The work of the graduate team is sponsored and approved by a Senior Manager. The team has introduced the Cycle to Work scheme, expanded cycle parking and coordinated their Pedometer Challenge, as well as developing a comprehensive sustainable travel section for their intranet.*

### SAMPLE ACTIONS







# Promote car-sharing & 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% less cars on the road at peak times. Nationally 6% of the population car-shares on a regular basis (CSO 2006) so there will already be people in your organisation car-sharing on the journey to work. Drivers who cannot car-share can still be involved in initiatives to promote more efficient fuel use.

## CAR-SHARING

### CHOOSING A DATABASE

Car-sharing databases can be as simple as:

- A map showing where employees live
- A database of car-sharers' details hosted on your organisation's intranet site, or
- An online map-based matching website. You can request a free private car-sharing site for your organisation by logging on to [www.carsharing.ie](http://www.carsharing.ie)

Whichever option your organisation uses to facilitate matching journeys and putting people in touch with each other, the success of your scheme will largely depend on how the scheme is marketed or communicated, as outlined below.

### CAR-SHARER'S PARKING

The single most effective promotion for car-sharing is to allocate car-sharing parking spaces in a prime location,

for example, near entrances to buildings.

Consider allocating 10% of your parking spaces for car-sharers initially and review this as the scheme expands.

The need for monitoring of the spaces will depend on the site in question – contact Smarter Travel Workplaces for more information on ways to monitor.

In South Dublin County Council 50 prime car parking spaces have been put aside for car-sharers, driving with two or more people and holding a car sharing permit. The car-sharing parking spaces are available to any driver using the car park after 10am. If a car-sharer needs to leave on business during the day, they can reserve their space for their return by putting a traffic cone in the space.

### CAR-SHARING POLICY/PERMIT

As part of the development of your car-sharing scheme, draw up a policy for how the scheme will operate. Consider who will have access to the scheme e.g. employees, contractors, suppliers.

Permits can be issued to monitor use of the car-sharing parking spaces, as well as helping your organisation record the number of active car-sharers. For links to sample policies, see the Smarter Travel Workplaces website, under the 'Resources' tab – [www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie)



**Pfizer in Grangecastle** re-launched their car-sharing scheme, with more parking spaces, allocated in priority locations, and with contractors invited to partake in the scheme. With 43% of employees open to considering car-sharing, there is significant potential to reduce pressure on car parking spaces and carbon emissions, as well as reducing fuel costs for employees.

### GETTING PEOPLE INVOLVED

Once your organisation marks out car-sharing parking, this alone will generate conversation and interest in the scheme. Other ways to involve employees include:

- Officially launching the site with a demo for all attendees – consider providing refreshments to get people along.
- 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 an event (e.g. the launch/demo) - for example Easter eggs, mince pies or ice cream.
- Do periodic prize draws for car-sharers once the scheme is up and running. Prizes might include vouchers for car-washes or car-servicing.
- Organise coffee mornings for potential car-sharers to meet each other and discuss the scheme, particularly where your organisation has large groups of new employees starting throughout the year. Demonstrate how to sign up to the scheme at that time.

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

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

***The lease of parking spaces can cost €2000 per annum-this could be halved if two drivers car-share.***

### GUARANTEED RIDE HOME SCHEME

A 'guaranteed ride home' is a scheme that ensures that car-sharers can get home if they find themselves without a lift home if their car-share partner unexpectedly lets them down or needs to leave early or later than usual. This could be a taxi, a bus or train fare, or a lift from another employee, and puts people's minds at ease as they are not worried about being stranded. Consider setting up an account with a local taxi firm to make the booking and payment process easy.

The experience in the UK is that **actual usage of guaranteed ride home journeys is very low, and a budget of £100 a year** covers most organisations<sup>1</sup>. If costs are rising above this, then you may need to examine your scheme or address why employees are regularly leaving outside their working hours. For a sample Guaranteed Ride Home policy, see [www.smartertravelworkplaces.ie](http://www.smartertravelworkplaces.ie) under the 'Resources' tab.

**'Every cause needs a champion' – Dell's Cherrywood car-sharing scheme was implemented after their Green Team championed the cause, as part of a company-wide plan to become more sustainable.**

### CONSIDER FINANCIAL IMPLICATIONS OF THE SCHEME

Those accepting lifts should be paying a contribution to drivers, but drivers must not be making a profit or there may be implications for their insurance. Drivers can contact their insurers before getting involved in the scheme if they are worried that it will affect their policy – as they are not making a profit, it should not be a limiting factor.

For more FAQs on car-sharing, see [www.carsharing.ie/faq](http://www.carsharing.ie/faq)

<sup>1</sup>From Transport for London Car Share Guide p22

## MAKING MORE EFFICIENT USE OF CARS

### ECO-DRIVING TRAINING

Where employees have to drive for work or for their commute, consider offering them advanced driving training, covering saving fuel, maintenance etc.

### IDENTIFY CAR-PARKING AS A BENEFIT

Where employees have access to car parking, it is worthwhile highlighting the value of this benefit. In KPMG, employees who are entitled to a car parking space have the option of exchanging their car parking permit for other benefits with a cash value of €2,100. This value can be used towards public transport tickets, health benefits or extra holidays, as part of the K-Flex benefits package.

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

### CHOOSING VEHICLES

If your organisation is choosing fleet vehicles or if employees are interested in buying new cars, consider hosting an information session on fuel mixes, electric cars, engine size, the new car tax bands etc.

**eircom** has 640 vehicles in its fleet, the majority of which run on unleaded fuel. A new policy introduced at the start of 2009 will see the eircom car fleet converted to diesel-powered vehicles, with the majority in the A, B and C tax bands – this will reduce CO2 emissions associated with the fleet.



### AUDIT BUSINESS TRAVEL POLICY

e.g. business mileage, policy on international flights, flexi-time, expenses etc. Consider incentivising more sustainable modes for the same journeys, or introducing alternatives such as teleconferencing (see 'Smarter Working' on p.20). Your organisation could also consider introducing a policy where any travel undertaken by car must be logged in advance in a publicly-viewed calendar, to facilitate car-sharing for business trips.

You can set up a private business travel group for your organisation on [www.carsharing.ie](http://www.carsharing.ie)



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

#### OFFER MILEAGE ALLOWANCE FOR OTHER MODES FOR BUSINESS TRAVEL

This can be done as both a cost and time saving measure.

RTÉ have a bicycle allowance in place, at 0.63 per mile, up to ten miles either way (*figures correct as of February 2010*). Staff members using their bicycles when on duty are required to adhere to best safety practice and to comply with legal obligations with regard to cycling on a public road or cycle lane. If your organisation is looking to incentivise cycling for business, consider offering an allowance for cycling which is equitable when compared with using the car for the same journey.

As part of **KPMG's** goal to be the first professional services company in Ireland to be carbon neutral, the organisation is prioritising sustainable travel for employees.

KPMG has introduced a mileage allowance for employees who walk/cycle for business purposes, as well as developing comprehensive travel pages on the KPMG intranet.

As a result of their endeavours, KPMG has very low numbers of employees driving to work – just 13% of all Stokes Place staff and 9% of all Harbourmaster staff.







# Optimise use of car parks

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

Managing access to and use of car parking spaces will 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/barriers
- Land purchase
- Ground works/surfacing
- Street furniture (e.g. signage, bins)
- Administration – including personnel and software

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

## 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, car-sharers, those using a car for business, or employees with a lack of access to public transport.

- Allocating permits on a seniority-basis.

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 actually 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 SPACES

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

### REQUIRE A SENIOR MANAGER TO SIGN OFF

when employees wish to use a car for business travel and to park on-site (or claim expenses for parking).







#### INCREASE CYCLE PARKING PROVISION

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

#### INTRODUCE BOOKING PROCEDURES FOR CAR-PARKING SPACES

for example, this could be an 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/visitors. Consider ring-fencing funds raised for sustainable travel e.g. cycle parking or a shuttle bus & 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.

*Pfizer in Kent operate a parking 'cash out' system. Staff are credited £2 per day when they do not bring a vehicle on to the site. The scheme also extends to car sharers and motorbike users and is credited to salaries at the end of the month. They have achieved a 12% shift from single-occupancy vehicle use and 15% increase in car sharing.*





Nationally 23% of workers travel less than 4km to their work location (CSO 2006).

# Promote cycling

Cycling to work is a great way of ensuring a reliable journey time, saving money and keeping fit.

## SAMPLE ACTIONS TO PROMOTE CYCLING

### CYCLE PARKING

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

### CYCLISTS' FACILITIES

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

### CYCLE TO WORK SCHEME

Employees can buy a bike discounted at their marginal tax rate (and levies). Employers save PRSI for every bike sold – so for every bike costing €600, an employer will save €64.50 in PRSI for an employee on the higher tax rate\*\*. Promote the scheme internally by inviting bike suppliers on-site so that staff view and can try bikes before buying.

*Dell's Cherrywood site introduced a very popular Cycle to Work scheme, initially on a one-off basis to gauge the level of administration involved. The scheme was very popular and the administration was less onerous than expected, so Dell are now offering the scheme to employees in a number of purchasing windows throughout the year.*

### BIKE MAINTENANCE CLASSES

Support bike sales with a bike maintenance class or Doctor Bike. 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 & 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)

*When **eircom** relocated its head office to Heuston Square in Dublin 1, an opportunity arose to put top class facilities in place for cyclists. Cyclists now have access to new shower blocks, short term lockers and drying areas for their gear, and cycle parking is secure and underground. eircom also introduced the Cycle to Work scheme for employees, with a bike display in the foyer of the headquarters in Heuston Quarter. As of November 2009, 300 employees had availed of the scheme. As cyclist numbers increase, eircom will look at putting more facilities in place.*

### FLEET BIKES

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

\*\* Figures correct as of February 2010





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

## PROMOTE CYCLING FOR BUSINESS

By setting mileage rates for business travel done by bike.

### BIKE KITS

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

### DRAWS

Provide free cycle accessories (panniers, lights, visi-vest, helmets) in periodic draws for cyclists.

### CYCLE TRAINING

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

### MAPS

Put Smarter Travel Workplaces Accessibility Cycle maps on display at cycle parking, receptions & stairwells – see sample map for St. James’ Hospital on page 5.

### NATIONAL BIKE WEEK

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

### FUNDRAISING

If your organisation fundraises for charity, consider getting involved in an event such as the Wicklow 200 or a sponsored cycle on a novelty bike.

### NATIONAL TRANSPORT AUTHORITY JOURNEY PLANNER

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



DAA Fleet bicycles at Dublin Airport

**Nice Wheels!**

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



Novelty bikes like this one are great for fundraising days





# Walking

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

## PEDOMETER CHALLENGE

Participate in the STW Pedometer Challenge, which runs for one month in September/October. Teams of participants collect steps using a pedometer, and compete at an intra-and inter-company level to win prizes.

*In the 2010 event, over 2,800 people in 43 organisations took part, with walking on the commute increasing by 19% by the end of the challenge.*

## LUNCHTIME WALKING ROUTES

HR (or a walking club in your company) could organise coffee mornings for interested walkers, and suggest some lunchtime walking routes for them. This helps to create a culture of walking within the organisation, which will feed into modal choice on the commute. You can complement this by advertising other walking events outside work e.g. orienteering or hiking groups in your local area.

## HERITAGE WEEK

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)

## SLÍ NA SLÁINTE WALKING ROUTES

The Irish Heart Foundation can map Slí na Sláinte walking routes around the large buildings or campuses – contact telephone: +353 1 6685001.

## WALKING TOURS

Contact your local tourist office for local walking tour suppliers. For ideas/sample walks, have a look at the links below, or see if you can develop a walk that will link to a training requirement, e.g. visiting sites of relevance to work.

- [www.visitdublin.com](http://www.visitdublin.com)  
(search for 'guided walking tours')
- [www.walkingtours.ie](http://www.walkingtours.ie)
- [www.galwaytours.ie](http://www.galwaytours.ie)
- [www.galwaywalkingtours.com](http://www.galwaywalkingtours.com)
- [www.walkcork.ie](http://www.walkcork.ie)

**ESB International** liaised with a local tour guide to provide lunchtime walks around Dublin city. The walks were so popular, they were oversubscribed!

*"Aside from the social and networking aspects, the lunchtime walks were a great way to get people walking around the local area and seeing how close they are on foot to places they might otherwise visit by car"* **Mick Downey, Communications Manager, Sustainability.**



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

## MAPS

Put STW Accessibility Walking maps (available to STW Partners) on display at cycle parking, receptions & stairwells. These maps show how far you can walk within a particular time, starting from your office location. Providing maps of your local area in a visible location will also encourage employees to plan walking routes. See p.5 for sample map.

See [www.mapmyrun.com](http://www.mapmyrun.com) for running routes that can be adapted for walking.

## UMBRELLAS

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

## BRANDING

Give walkers corporate-branded shoe bags, particularly where there is a formal dress code.

## SITE AUDIT

Review footpaths/lighting/routes on-site or nearby – liaise with your Local Authority about issues outside your organisation's site.

## NATIONAL TRANSPORT AUTHORITY JOURNEY PLANNER

Publicise the NTA Journey Planner which maps walking routes in Dublin City.

See [www.nationaltransport.ie/walk-cycle-planner.html](http://www.nationaltransport.ie/walk-cycle-planner.html)

## EMPLOYEE WELLBEING PROGRAMMES

Promote a one-day-a-week walking or cycling day and integrate it with employee wellbeing programmes.







# Public transport

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

## PROMOTE TAX SAVER COMMUTER TICKETS

Tax Saver Commuter tickets for public transport save employers up to 10.75% PRSI per ticket sold – so every ticket costing €1000 will save an employer €107.50 for someone on the higher tax rate\*. Employees save their marginal tax rate & levies on the price of their ticket – making tickets almost half price for someone on the higher tax rate.

Both public and private transport operators can qualify for the scheme. 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 etc.
- A public transport Tax Saver road show-contacts:
  - Irish Rail – Gary Dunphy (01) 703 4639 [gary.dunphy@irishrail.ie](mailto:gary.dunphy@irishrail.ie)
  - Luas – Syl (01) 461 4915, [taxsavers@luas.ie](mailto:taxsavers@luas.ie)
  - Dublin Bus – Gerry Jordan (01) 703 3021/ [Gerry.jordan@dublinbus.ie](mailto:Gerry.jordan@dublinbus.ie)
  - Bus Éireann – (01) 703 3435
  - Private operators may also do a road show
- Review tax saver 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.

**‘Opening Access’** – As part of their mobility management plan, **AIB** has set a target that 37.1% of their employees could potentially use the DART to commute to and from work, as a significant number of employees live within 1km of the DART or rail network. To facilitate this, AIB worked with Irish Rail to open up a walking route at the Bank Centre complex in Ballsbridge so that AIB employees could have direct access to the Lansdowne DART station.

“The wellbeing of our employees is very important to AIB. We are trying to enable them to be active as they commute to and from work, whether they walk, cycle or take public transport. Working with Irish Rail to enable the Lansdowne DART station to be accessed directly from the Bank centre complex was one way we could facilitate that. In addition, as part of our mobility management programme AIB promotes tax saver tickets, bicycle workshops, allocated spaces for bicycles and showers for staff to use, if they require. We were delighted to have the highest number of teams participating in the Smarter Travel Workplaces Pedometer Challenge 2009 which encouraged AIB staff to take up walking in a fun competition, supporting the Irish Heart Foundation.”

**Jacqui McCrum, Corporate Social Responsibility Manager.**

\*Figures correct as of February 2010. For more information, see [www.taxsaver.ie](http://www.taxsaver.ie)



**Reducing Carbon as a Corporate Target:** *Vodafone Ireland* is engaged in a wide-reaching plan to reduce carbon associated with their operations. Employee and business travel are key issues being addressed. As part of the plan, Vodafone audited their employee shuttle bus, and adjusted times to match other organisations located in the Mountainview business park. This made the shuttle bus route more efficient for employees and more effective for Vodafone from a cost and carbon point of view.

#### ENCOURAGE PUBLIC TRANSPORT USE FOR BUSINESS TRAVEL

Put smart cards for public transport at reception to be signed out for business travel. Advertise the availability of these tickets to all employees. More information on smart cards can be found here -

- Dublin Bus - [www.dublinbus.ie/en/Fares--Tickets/Prepaid-Smartcard](http://www.dublinbus.ie/en/Fares--Tickets/Prepaid-Smartcard)
- Luas - <http://luassmartcard.luas.ie/>

#### NEXT BUS TEXT SERVICE – ‘BUSTXT’

Publicise the text number for the next Dublin Bus service on a particular route. This service is available on all Irish networks. Send BUS followed by your route number, e.g. ‘BUS 77a’ to 53503 for the times of the next 77a buses. You will also receive other bus numbers that serve similar areas.

#### NEXT DART TEXT SERVICE – ‘DARTXT’

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

#### MAPS

Print out A3 maps of the nearest train/Luas/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, take into account 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 timetables to be as efficient as possible, with scheduled drop offs/pickups at public transport nodes.
- 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.
- Branding the bus so you are generating publicity for your travel work.
- Choosing an environmentally friendly vehicle.



# Smarter working

*Promoting flexible working practices to reduce single occupancy vehicles coming on-site.*

Flexible working practices can have a significant impact on employee wellbeing and absenteeism, Greenhouse Gas emissions, and easing pressure on your organisations car parking. This section outlines some of the ways your organisation can promote these practices.

Technology-based alternatives to travel have helped **Vodafone Ireland** achieve a 45% reduction in air travel GHG emissions in just one year. Within the last year Vodafone Ireland has expanded its video-conferencing facilities from 3 rooms to 12, and high quality video conferencing facilities are now available to all staff. The company is also piloting the use of web conferencing (all staff have access to computer webcams and headsets) and online moderated discussion workshops. With the help of appropriate staff training, alternatives to travel such as video and web conferencing are now part of 'business as usual' at Vodafone Ireland. Looking to the future, the company expects that advancement in communications technology in the next few years will allow its business travel to be reduced to an absolute minimum (February 2010).

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

## PROMOTE TELE/VIDEO-CONFERENCING

Employees are often aware of video or tele-conferencing facilities, but aren't familiar with how to operate them or how to resolve technical problems. Based on the results of your survey, your organisation could:

- Introduce or upgrade equipment
- Publicise locations of equipment currently available
- Carry out workshops on how to use tele/video conferencing
- Develop an FAQ or troubleshooting guide
- Make it company policy that tele or video-conferencing should replace face-to-face meetings where appropriate



**British Telecom** in the UK has 12,239 registered home-workers running home help-desks for customers. According to the BT Local Business Managing Director, David Hamer, BT saves £40m per annum on accommodation (£350m as of September 2008) and has increased productivity by an average of 15%, up to 31% in some cases. Sick leave has been reduced to 1% on average, and retention of employees has been significantly improved, with a 99% return from maternity leave compared to the national average of 70%<sup>2</sup>.

### INTRODUCE FLEXI-TIME

The introduction of flex-time 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 HOME-WORKING

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

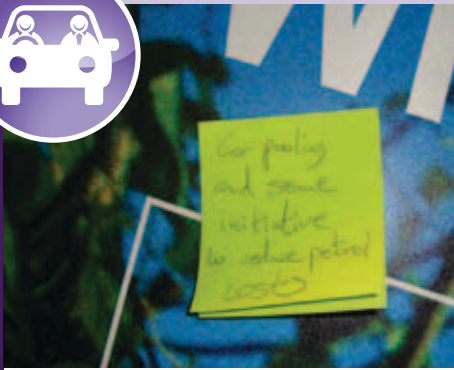
Where new employees are being recruited, they should be made aware that free car parking is not provided, while also highlighting the travel options available to them.

*"For Dell, investment in video conference technology has reduced employee travel around the world, reducing employee downtime spent on travel or away from their families. Dell is also promoting the Cycle to Work scheme and tax saver tickets for public transport, alongside our successful car-sharing scheme. Really for us, this is all becoming a win-win."* – **Denis Lucey, Director, EMEA Technical Customer Services.**



<sup>2</sup>Travel Plans & Business Benefits [www.nbtn.org.uk/downloads/bt%20presentation.ppt](http://www.nbtn.org.uk/downloads/bt%20presentation.ppt) (23rd Sept 2008)





# Marketing your plan

The language your organisation uses to launch your travel survey and actions is very important.

## MESSAGES

**Identify your Aim** – e.g. to reduce single occupancy car commuting and business travel and to promote active travel, public transport and alternatives to travel.

**Brand your Plan** – As part of the Communications Plan for the Workplace Travel Plan, visually brand all work relating to the plan, with a consistent look, slogan, identity or logos (see icons at the foot of this page)

**Identify your Target Audience** – segment your audience (e.g. shift workers, sedentary workers, people travelling long/ short distances, mode used, members of a walking club or green team) so you can target your message and events towards these different groups.

**Identify communication tools and networks** used by the different audiences in your workplace, and use these to communicate about travel.

Your travel plan should not be anti-car - it should be about promoting equity among modes and offering choice and accessibility. Promote positive messages associated with the plan, for example, reduced tax/PRSI payments, getting fit and active, reducing congestion, reducing CO<sub>2</sub> emissions and so on, and encourage people to start small – changing one day per week for example, to explore their options.

Bear in mind that some people will not be in a position to change their travel habits at present, but may do so at some point in future. Ensure your travel plan doesn't exclude these people, as travel to work is something that affects everyone.

Where parking is being reduced or restricted, it is important to communicate the context – for example, reducing costs associated with parking, complying with

planning restrictions or environmental management systems, addressing wider environmental or congestion concerns, and also achieving change realised in other organisations.

*Remember to **timetable activity throughout the year.***

You can market your travel plan and events through some of the following channels:

## SHORT TERM ACTIONS

- Liaise with Internal Communications and unions about plans.
- Hold a staff coffee morning to introduce the Workplace Travel Plan (WTP) idea or to launch events.
- Launch your Action Plan with a smoothie bike & flapjacks in your canteen (*launch ideas sheet available from Smarter Travel Workplaces*).
- Send updates to all staff by email, on your organisations intranet, with payslips, posters at lifts etc.
- Put a suggestion box for staff in the canteen, with a prize for the best suggestion.
- Promote European Mobility Week every September
- Liaise with other STW partners for ideas (*contact STW for relevant contacts - (01) 879 8300 [info@smartertravelworkplaces.ie](mailto:info@smartertravelworkplaces.ie)*).
- Put travel information for your organisation online in an easily accessible location, & issue it to visitors in advance of visits – include public transport timetables, location of cycle parking, walking distances from major landmarks and car parking information.
- Put green commuter profiles, travel tips & information in staff newsletters/notice boards on a regular basis.





*A travel plan can make a strong contribution to achieving carbon reductions under the ISO14001 standard or to other targets relating to Corporate Social Responsibility and employee wellbeing.*

- If your organisation holds a Green Week – include travel events (bike sale, bike maintenance, lunchtime walks etc)
- Follow up 'Green Commuter' coffee mornings to launch your action plan or other events.
- Look at the Induction pack for new employees – can it be updated to include travel information and include a trial ticket for public transport or registration for a car-sharing scheme?
- Periodic monitoring - results of monitoring should be communicated with employees, particularly where results are good (*see section below on monitoring*)!
- Link with relevant health promotion campaigns.

#### MEDIUM TO LONG TERM ACTIONS (2ND YEAR TO 5TH YEAR)

- Annual update of travel plan to include new events/opportunities
- Annual Green Commuter Event Day
- Inclusion of results in Annual Report & industry publications
- Updates to all staff on the intranet
- Bi - or annual staff survey (ideally at the same time of year/weather conditions)

### MONITORING

*People only value what they can measure.*

Monitor the success of your travel plan so it can be adjusted if needed, to record successes and to celebrate good results. You can monitor some of the following indicators:

- Modal split – both usual modes and occasional modes used
- Bike counts
- Tax saver ticket sales
- Cycle to work scheme – numbers participating
- Demand for showers/lockers for commuters
- Number of car parking permits issued
- Number of car parking spaces leased/in use
- Number of car-sharing teams registered and parking spaces allocated
- Upgrades of facilities for sustainable commuters
- Participation of employees in activities undertaken
- Staff attitudes (note comments, willingness to try alternatives to the car, numbers getting involved in green travel events)
- Absenteeism – as fitter employees are more likely to be healthier. Where home-working is introduced, absenteeism may also decrease

Consider doing a large-scale employee travel survey at least bi-annually, with snap-shot surveys conducted annually. Surveys should be undertaken over the same period on an annual basis, so results are comparable.

### INCENTIVE SCHEMES FOR GREEN COMMUTERS

STW has an online incentive scheme in place for use by Partner Organisations - see the STW Journey Logger ([www.journeylogger.ie](http://www.journeylogger.ie)). If you register as a member of the public, you can try the site, which logs 'green' journeys and works out carbon and fuel costs saved, and calories burned.

The bespoke Partner version of this site can be customised to allow a company administrator to see who is the top walker/cyclist/public transport user; to email groups of users (e.g. all cyclists) and to run a web-based incentive scheme for employees.



### COMMUNICATE YOUR SUCCESSES!

As your Action Plan is implemented, it is important to communicate progress to stakeholders. Report back to both senior management and other colleagues on how the plan is progressing. The local community may also be interested in how the plan is progressing. Other stakeholders can be reached through Annual Reports, Corporate Social Responsibility Reports, and the local or national press. If you have neighbouring employers, invite them onto your site to see your travel plan in action, and to share information and ideas.

# Sample action plan

Note that this list is not exhaustive, but will get you thinking of the type of action your organisation can take on as part of your travel plan.

Suggested Actions	Person Responsible	Timeline	Targets
<b>Car-sharing</b>			
Set up a company car-sharing scheme with allocated parking bays			
<b>Cycling</b>			
Promote the Cycle to Work scheme with in-house road show			
Survey & improve cycle parking to encourage cycling and cater for demand			
Survey & improve cyclists' (and walkers') changing/ storage facilities to encourage cycling and cater for demand			
Organise a Bike Maintenance class/ course			
Organise cycle training/ on road skills			
Set up a Cyclists' Forum to discuss issues and liaise with management			
Provide Cyclists' equipment (pump, puncture repair kit etc) at reception			
Display local area maps for cyclists/ walkers interested in local routes			
Participate in National Bike Week in June			
Provide an electric fleet bike and a folding fleet bike for employees to try on their commute			
Arrange tours of cycling facilities for interested/ new employees			
<b>Public Transport</b>			
Promote Tax Saver tickets & highlight potential savings to employees			
Introduce monthly Tax Saver tickets			
Publicise next bus and DART time service for mobile phones			
Include public transport information in induction packs			
Post a local area map with public transport routes marked on notice-boards			
Raffle public transport tickets for people to try services			
<b>Walking</b>			
Promote walking through organised walking events/ lunchtime walks			
Introduce a Sli na Slainte or similar walking route on-site			
Participate in an annual team Pedometer challenge			
Offer in-house health checks for people interested in getting active			
Leave umbrellas at reception for employees to borrow			
<b>Business Travel/ Technology-Assisted Trip Reduction</b>			
Direct all visitors & suppliers coming on-site to a 'how to get here' link on company website			
Liaise with HR and Management to identify employees who could work from home on a one-off/ regular basis			
Hold a 'how to/ troubleshooting workshop on tele- & video-conferencing			
Make Smart Cards available for business travel on public transport			
Introduce fleet bikes for business (or other) travel			
Introduce Travel Allowance instead of Car Mileage Allowance			
Re-examine overall business travel policy to incentivise alternatives to the single occupancy vehicle			
<b>All Modes</b>			
Develop a marketing & communications plan			
Introduce an incentive scheme for Green/ Active Commuters			
Hold Green/ Active Commuters coffee mornings			
Include travel information in employee induction packs and online in an easily accessible location on your organisation's intranet			
Brand your company's Travel Plan work			
Examine parking policies to ensure access to parking for those most in need			
Liaise with Local Authority about pedestrian/ cyclist access in the local area			