Alternatives to Travel in the Public Sector

Case Studies

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1 Introduction

The Alternatives to Travel Support Programme

1.1 In 2011, JMP Consultants Ltd was commissioned by the Department for Transport to deliver a grant programme to support public sector organisations in delivering alternatives to travel (ATT) measures in their organisation and understanding the transport benefits of these measures. For the purposes of the grant, ATT measures included home working and remote working, flexi-working and staggered hours, teleconferencing, videoconferencing (including tele-presence) and web conferencing.

1.2 The support programme was designed to build a legacy in ATT knowledge and experience that would equip transport professionals in local authorities to initially understand and maximise the transport benefits of ATT within their own organisations and then share this expertise more widely across their areas.

The Project Advisory Team

1.3 A Project Advisory Team was formed which included transport planners with expertise in the field of influencing travel behaviour and psychologists with specialism in sustainable transport and changing behaviour in working environments.

1.4 The team delivered support to public sector organisations in three tranches and to each tranche a different level of support was provided.

Tranche One

1.5 Four local authorities were engaged to participate in tranche one of the programme, each of them committing to dedicate resources to further understand and maximise the benefits of ATT in their organisation. The organisations that participated were Cheshire West and Chester Council, Dorset County Council, Kent County Council and Swindon Borough Council. Tranche one organisations received 10 days of support from the Project Advisory Team and this was matched by each organisation.

Tranche Two

1.6 A second group of public sector organisations were predominantly engaged through the tranche one organisations so that the local authorities could work with them and transfer their knowledge. These organisations were East Dorset District Council with Christchurch Borough Council and Avon and Wiltshire Mental Health Partnership. In addition, we engaged with Bristol University as they had a strong interest in ATT. Tranche two organisations received 5 days of support from the Project Advisory Team and this was matched by each organisation. In addition, the Tranche One authorities provided 2 days of support to the Tranche Two organisations. It should be noted that whilst East Dorset District Council and Christchurch Borough Council are separate councils, they have a joint Core Strategy and work together on environmental initiatives such as alternatives to travel. Therefore, the conclusions reached from Tranche 2 were shared across both councils.

Tranche Three

1.7 A third group of public sector organisations were also offered support to help them diagnose their progress and next steps for ATT. These organisations were also predominantly selected by the tranche one local authorities, and they received a telephone interview with the support team, and an action plan to progress their ATT agenda. The organisations that received support were the Environment Agency in Bristol, Great Western Hospital and the Research Council in Swindon,

Swale and Ashford Borough Council in Kent and North Dorset District Council in Dorset. Tranche three organisations received 2 days of support from the Project Advisory Team and this was matched by each organisation. The Tranche One authorities provided 1 day of support to the Tranche Three organisations. It should be noted that whilst Swale Borough Council and Ashford Borough Council are separate councils, the Climate Change officer works across both Councils in order to maximise efficiency of revenue. Therefore, the conclusions reached from Tranche 3 were shared across both councils.

1.8 The public sector organisations in each tranche are listed in Table 1.1.

Table 1.1 Public Sector Organisations that Received Support

Tranche 1 Public Sector Organisations	Tranche 2 Public Sector Organisations	Tranche 3 Public Sector Organisations
Cheshire West and Chester Council Dorset County Council Kent County Council Swindon Borough Council	Avon and Wiltshire Mental Health Partnership NHS Trust Bristol University East Dorset District Council Christchurch Borough Council	Bristol City Council The Environment Agency Great Western Hospitals North Dorset District Council Research Councils UK Swale Borough Council Ashford Borough Council

1.9 Case studies of the work carried out at each public sector organisation are contained in the remainder of this report.

Key Findings

1.10 Each local authority has collected enough data to start to make a business case for ATT. Tables 1.2 and 1.3 below show the work that was carried out and the evidence that has been collected so far, and using assumptions, projections of the potential impact of ATT on travel costs and carbon emissions if savings could be replicated across 5% of the whole organisation. The local authorities will continue to gather more evidence as they progress their ATT programmes.

Table 1.2 Tranche One Pilot studies

Local Authority	Pilot Study	Number of participants in the pilot study
Cheshire West and Chester Council	A bespoke package of IT solutions was provided to a small group, with supporting communications.	20
Dorset County Council	A small group of employees were asked to try and avoid travelling 2 days per week by working from home or remotely, or amending hours.	23
Kent County Council	A promotion of teleconferencing was carried out via email bulletins and taster sessions.	362
Swindon Borough Council	Managers attended a workshop on how to manage and encourage home and remote working.	65

Table 1.3 Starting a Business Case based on the Pilot Measure Implemented

	Pilot Saving	Projected Annual Saving (5% of all staff at the Local Authority)		
Local Authority	Car Mileage	Car Mileage[1]	Cost (£)[2]	Carbon Emissions (CO2e)
Cheshire West and Chester (9,000 employees)	The pilot measure resulted in a reduction of 12 car miles per employee per day (216 miles for the whole team per day)	1.1m miles per year	£355K per year	428k kg per year
Dorset County Council (12,000 employees)	The pilot measure resulted in a reduction of 42 car miles per day (23 employees participated)	57,200 commuter miles per year	£15k per year	22k kg per year
Kent County Council (10,000 employees)	The pilot measure resulted in a reduction of 10 car miles per person per week (assuming that the one meeting per week avoided was 5 miles each way)	202,800 miles per year	£64k per year	79k kg per year
Swindon Borough Council (4,000 employees)	The pilot measures resulted in an increase of half a day (0.52 days) being worked from a location away from the office	85,000 miles per year	£22k per year	33k kg per year

Key Messages

1.11 The key messages from the case studies are:

- Preconceptions may suggest that there is no potential to increase the use of ATT measures but through promotion ATT use can be maximised and travel reduced (Dorset County Council and Swindon Borough Council);
- Promoting ATT through short email guidance is low cost and can have an immediate impact on reducing travel (Dorset County Council and Kent County Council);
- Providing clarity of what is expected of staff can be an essential first step in encouraging ATT. The links between ATT and potential cost and carbon savings from travel (as well as other savings) should be clearly communicated to staff that are required to change their behaviour (Cheshire West and Chester Council and Kent County Council);
- Starting communications well in advance of efforts to change behaviour is also beneficial (as demonstrated through the DfT Operation Footfall project – see chapter 8) to give staff the

[1] All commuter and business travel carbon, cost and mileage savings based on car travel. Assumptions for average commuter and business travel mileage and modal split taken from DfT's National Travel Survey. *(http://assets.dft.gov.uk/statistics/series/national-travel-survey/commuting.pdf).*

[2] Business travel cost savings calculated using Kent County Council's average cost per mile from their Baseline Assessment Tool. All commuter travel cost savings calculated using the AA's Motoring Costs factsheet (*http://www.theaa.com/motoring_advice/running_costs/petrol2011.pdf)*

chance to absorb information being provided to them, ask questions, and to plan how they might change their behaviour;

- Desk based employees are perhaps easier to influence in terms of maximising home and remote working than more mobile employees (Swindon Borough Council). Mobile employees
- require a more targeted approach which provides them with appropriate job-specific IT solutions (Cheshire West and Chester Council);
- A targeted approach can be very effective in achieving travel behaviour change through the use of ATT measures. Although resource intensive, the approach enables ATT measures to be tailored specifically to the needs of individuals within teams and ensure that any investment in ATT is well considered (Cheshire West and Chester);
- Delivery methods for ATT should be on the local level to ensure that the bespoke needs of departments, teams or individuals can be addressed. Even in the instance where wide scale uptake of ATT needs to be achieved, resources will be needed on the local level to provide immediate support for staff and to manage diverse needs of individuals (Cheshire West and Chester, Department for Transport);
- Often the perception is that technical training is the most significant barrier to uptake of new ATT measures. It is certainly worth investigating the range of barriers that may exist before deciding the type of training that is needed, because barriers can be more complex than technical skills alone (Swindon Borough Council);
- Existing ATT programmes, such as office rationalisation programmes, normally do include communications, training and awareness raising, but the messages are not always about travel. It is therefore important for transport professionals to ensure that part of this package of interventions will be measures that will impact on travel behaviours, and the messages to staff about the benefits of travel reduction are clear.

Purpose of this Report

1.12 This is the 'Delivering Alternatives to Travel: Case Study Report'. It provides working examples of the work undertaken by each public sector organisation engaged in the ATT grant programme. In addition to this report, there is a 'Delivering Alternatives to Travel: Guidance Report' which provides a step-by-step approach to understanding and delivering ATT. Appendix E of the Guidance Report also contains all the tools used in the case studies e.g. e-communications and workshop materials that can be used in other organisations.

1.13 Each of the following case studies follows the step-by-step approach recommended in the Guidance Report.

2 Cheshire West and Chester

Introduction

2.2 This chapter contains a case study of the work carried out through the support programme at Cheshire West and Chester Council (CWaC).

2.3 Following local government reorganisation in 2008 the new Cheshire West and Chester Council developed a staff travel strategy to address the way in which staff travel to, from and during work. The objective of this work was to reduce costs and reduce carbon emissions. The strategy involved the development of a travel plan for the council's new HQ building which also considers business travel policies and practice. The staff travel strategy developed by CWaC fitted well with the objectives of the DfT's ATT programme and CWaC requested grant support in order to increase usage of existing ATT facilities to support their staff travel strategy.

2.4 A pilot study was carried out with one team that looked at their ATT requirements in detail. A range of technological solutions were offered to staff to meet their bespoke needs, such as laptops and 3G cards, and the existing home working policy was promoted via workshops.

2.5 Recognising that there is no one size fits all solution within organisations, this case study may be useful to organisations that are looking to introduce an entirely new ATT measure, for example to understand how a particular technological solution might deliver transport efficiencies.

Understanding the Travel Impact of New ATT Measures

Step 1: Diagnostic

Progress to date in ATT

2.6 As mentioned above, following local government reorganisation in 2008 the new Cheshire West and Chester Council organisation wanted to review how much money was being spent on business travel and the amount of carbon that was being produced as a result. Also of interest to the council was a corporate social responsibility agenda. A review of business travel was undertaken by JMP on behalf of the council in 2009.

2.7 Regulatory Services was identified within the review of business travel undertaken in 2009 as having particularly high business travel. Senior managers within Regulatory Services had been having early discussions with the council's IT department about the opportunity to introduce IT solutions to certain members of the Service. Support was required to secure funding from central council budgets.

2.8 Through the results of the business travel review and early championing for measures to reduce the amount of business travel being undertaken, Regulatory Services were aware that the use of IT solutions to remove travel would assist in a number of ways which included: cost savings, carbon savings, making staff more efficient and improving service delivery and making partnership working with other key agencies much easier. The Service had also become aware of the amount of time being spent repeating tasks such as data entry and the travel demands that this was placing on officers to complete administrative tasks in the office, limiting time spent out in the community.

2.9 CWaC welcomed the ATT project to assist in gaining support for funding the IT solutions and to also benefit from best practice elsewhere in other public sector organisations. CWaC was keen to benefit from support around making the business case through consulting with staff over their preferred options and solutions. The project timed well as it commenced during the relocation of

Regulatory Services staff to a new office location where the opportunity to embed new working practices such as hot desking emerged.

Objectives of the Support Programme

2.10 The ATT project fits into CWaC's IT programme which seeks to trial a number of IT solutions to reduce business travel and improve customer service. If the pilot with Regulatory Services is proven to be successful in reducing both cost and carbon, support may be gained for rolling IT solutions out to other Council departments and services.

Step 2: Baseline Data Collection

2.11 During 2009/2010 CWaC had already reviewed opportunities to reduce both carbon and cost relating to business travel by council employees.

2.12 Information collected as part of the 2009/2010 review was used to inform the baseline position in 2011 at the start of the ATT project as it was the most robust set of recent data in existence. At the time of the 2009/2010 review into business travel, data was provided through a 'Shared Services' department that included the operations from both Cheshire West and Chester East Councils.

2.13 During the time of the review it was revealed that;

- £4 million was spent in total on business travel per annum (not including lease cars and pool vehicles);
- Regular car user and occasional car user expenditure accounted for 90% of total expenditure;
- Expenditure on rail and hotels was not insignificant with identified expenditure of £200,000 per annum.

2.14 CWaC completed their Baseline Assessment Tool (BAT) based on data for 1st April 2009 to 31st March 2010 (FY 2009/10). CWaC was able to provide some expenditure data for rail travel and domestic flights and private cars. In addition, distance travelled for pool cars was also provided. The section for top 50 drivers by mileage was completed with information on distance only. A summary of the data provided by CWaC along with the calculated carbon emissions where available are provided in Table 2.1.

Table 2.1 Summary of Business Travel Impact by Mode (CWaC)

Mode		Expenditure (£)	Distance Travelled (miles)	Emissions (kg of CO2e)
Car Travel (all modes)				
	Regular car users	£2,500,544.62		
	Occasional car users	£1,104,107.37		
	Pool cars		98,370	
	Grey fleet	£758,662	1,356,248	2,516,556
Rail		£113,671	364,780	11,902
Air (domestic)		£25,086	172,242	-

Step 3: Identify and Implement

The Cheshire West and Chester Pilot Study

2.15 A pilot study was undertaken with members of Regulatory Services who had been relocated during 2011 to a different office in Ellesmere Port. They had already identified a need to reduce the amount of time and money being spent travelling as part of the working day.

2.16 The aim of the pilot study was to understand if by introducing certain technologies to the team such as laptops and 3G cards and through implementing the home working policy whether the high number of miles previously travelled by the team could be reduced.

2.17 Prior to investing in technologies for whole teams CWaC first wanted to understand the cost savings that could be gained in relation to outlay required to purchase new IT equipment.

2.18 Twenty members of Regulatory Services were included within the pilot study. The 20 were selected as they had demonstrated the highest amount of business travel in the previous year. Participants were selected from a number of services provided by the operations of Regulatory Services. Participants included a wide spectrum of operations including pest control officers and environmental health officers.

2.19 An online survey was carried out with the pilot group during October 2011, pre any specific implementation of ATT measures as part of this project. The survey asked questions about travel as well as the individual's requirements in terms of IT requirement to enable reductions in travel.

2.20 A member of the Project Advisory Team met with the pilot group to explain the nature of the study that was being undertaken. They were joined by an officer from the council's IT department as well as the Regulatory Services champion to be able to explain the process and support for the project from the council's perspective.

2.21 Following analysis of the baseline survey and feedback from the staff briefing session a request was sent through the council's resourcing committees to request funding for the project.

2.22 Dependant on the individual's requirements picked up in the baseline survey, participants were issued with one or more of the following;

- Laptop;
- 3G card;
- Blackberry;
- PC on a stick;
- Remote access to the council network;
- Microsoft Lync Two factor authentication tokens.

2.23 The IT equipment provided had a number of aims relating to removing the need for participants to travel into the office during the working day. An example was the pest control team who previously needed to visit the office in the morning to collect their daily worksheets, go out to the site to investigate the work then return to the office to log the completed worksheet.

2.24 A hand held device with wireless internet was provided to enable the team to collect their day's worksheet from home in the morning and to be able to e-mail the completed work log back to the office at the end of the day.

2.25 Laptops and improved levels of remote access to the council's network were issued to a number of participants to enable increased home working.

2.26 The council's home working policy was explained to participants to inform them of their ability to work from home when appropriate and their responsibilities.

Step 4: Monitor and Evaluate

Results

2.27 The baseline online survey that was carried out with the pilot group during October 2011, pre any specific implementation of ATT measures as part of this project, received 18 responses which was a 90% response rate, based on the 20 staff included within the pilot group.

2.28 It revealed that on average participants of the pilot group were travelling 27 miles on business per day with 60% of business travel being undertaken for the purpose of site visits. During the average working week participants were away from their desk, on average, for 48% of the time.

2.29 An after survey was then carried out which revealed that the average distance travelled per day on business had reduced from 27 miles per day to 15 miles per day, a reduction of 12 miles per day. On average participants from the pilot group reported to be working at home nearly one day a week (0.7 of a day) in the after survey which was an increase of 0.5 days from the before survey. Table 2.2 shows these results.

Table 2.2 Changes to Business Travel Impact (CWAC)

	Pre pilot	Post pilot	Change
Average Business Travel (miles per day)	27	15	-12
Home working (days per week)	0.2	0.7	+0.5

2.30 The before survey showed that no participants had used teleconferencing during the survey week. The after survey revealed 50% of participants had used teleconferencing during the previous working week. No participants reported the use of Skype or similar during the before survey with 5 participants reporting usage in the after survey.

Key Findings from Cheshire West and Chester Council

The CWaC pilot study provides a useful example of working with staff on an individual level. The case study reveals that providing IT solutions that are specific to the role of the individual can be cost effective. By accurately monitoring the impact and the cost savings from travel, a business case can be demonstrated for the longer term.

Travel Savings Achieved

The average distance travelled per day on business reduced from 27 miles per day to 15 miles per day, a reduction of 12 miles per day. On average participants from the pilot group reported to be working at home nearly one day a week (0.7 of a day) in the after survey which was an increase of 0.5 days per week

Lessons Learned

This pilot study shows that taking a targeted approach can be very effective in achieving travel behaviour change through the use of ATT measures. Although resource intensive, the approach enables ATT measures to be tailored specifically to the needs of individuals within teams and ensure that any investment in ATT is well considered.

3 Dorset County Council

Introduction

3.1 This chapter contains a case study of the work carried out at Dorset County Council (DCC) through the ATT support programme.

3.2 Before the ATT support programme commenced DCC was already exploring the potential of ATT through their Efficiencies and Change programme. In addition, DCC is an Olympic Authority and has a target to reduce background traffic by 40%. The ATT support programme was therefore utilised to help DCC understand the potential of ATT to reduce background traffic as well as to include transport impacts into their efficiencies calculations.

3.3 To understand the travel savings that could be achieved through flexible and remote working, and the cost and carbon benefits that could be realised, two teams (Transport Planning and Legal and Democratic Services) were identified to take part in a one month trial of home and remote working. The trial was carried out between 7th November and 7th December 2011, and involved each member of staff being asked to consider working from home or another location for one or two days a week over the one month trial period.

3.4 This particular case study might be useful to organisations that are looking to understand the potential impact on travel patterns as a result of the promotion of an existing, but underutilised, ATT measure.

Understanding the Potential Uptake of Home Working

Step 1: Diagnostic

Progress to Date in ATT

3.5 There is already widespread use of ATT measures in DCC; some staff work from home and other locations, and flexible working is practiced. However the full extent of this is not yet documented and the uptake varies between departments and teams.

3.6 A flexible working policy is in place with guidance on the application process called ‘flexible working plus’. A business travel policy is also in place but staff currently find this difficult to understand, and a revision is planned to improve clarity.

3.7 Some work has been carried out by individual departments to improve the efficiency of their own operations, such as the introduction of tablet laptops for adult social care. Virtual Private Networking has also been introduced to facilitate home working.

Objectives for the Support Programme

3.8 DCC wanted to use the ATT support to carry out a trial of home working and/or flexible working in advance of the Olympics, to understand how this might impact on service delivery, the behavioural barriers, and the reduction in travel that could be achieved.

3.9 Although this will initially indicate the potential congestion impacts that might be achieved in time for the Olympics in 2012, the results of the trial will also feed into DCC’s Efficiency and Change programme, which will be implemented over a 10 year period.

Step 2: Baseline Data Collection

3.10 The first task was to collect baseline data to quantify the existing travel situation at the authority. Dorset has a SAP system in place which documents business travel by car, and an external travel management company is appointed to book rail travel and hotel accommodation. The process of obtaining the data was lengthy because data was not always presented in the required format, and in some cases the quality was dependent on user input.

3.11 The following data was obtained and input into the ATT Baseline Assessment Tool (BAT):

- Total number of company cars, and company car and grey fleet mileage, obtained from the SAP system;
- Total expenses, including travel by all modes obtained from expenses claims forms (although not every claim was categorised as either travel, food, training, accommodation etc.)
- Estimated number of home workers, identified in a travel plan survey; and
- Rail usage, booked through the external supplier.

3.12 With the data that was provided it was possible to carry out a baseline assessment of the business travel impact of the whole authority that covered:

- Total business travel mileage by car; and
- Total carbon emissions from business travel by car.

3.13 From this data is was possible to conclude that the total carbon emitted from business travel by car at Dorset County Council is 2,488 tonnes, and the total car mileage is 6,399,208 miles per year.

3.14 The baseline assessment shows the total cost of public transport, car travel and accommodation expenses at Dorset was £8.5m, although this does not include rail travel booked through their travel management company who didn't provide cost information.

Step 3: Identify and Implement

The Dorset Pilot Study

3.15 The following activities were involved in running the one month home and remote working trial:

- Each team leader was engaged via a telephone interview, where the suitability of options being set were discussed in terms of their potential impact on service delivery;
- An initial survey was carried out to understand the current level of home and remote working and travel carried out by the pilot staff. Staff views on home working were also collected;
- At the end of the initial survey, each member of staff selected an option from the following:

Work from home or a remote office two days per week

Work from home one day per week and from another location one day per week

Compress your week into 4 longer days, and work one day from home or another office

Travel outside of peak time (8-11am, and 4-7pm) 4 days per week

Carry out one in every two meetings (that require travel) by telephone

- At the end of each week, staff completed a travel diary;

- At the end of the trial period, the initial survey was repeated to understand changes in travel, and also changes in attitudes.

Step 4: Monitor and Evaluate

Results

3.16 The two teams contained a total of 60 staff, of which 41 staff were involved in the trial, and 23 of these chose one of the five options.

3.17 The online survey results revealed that the large majority of staff were able to complete, or partially achieve their target:

Table 3.1 Percentage of participants that were able to achieve their target (DCC)

		Week 1	Week 2	Week 3	Week 4
Did you achieve your target?	Yes	42.9%	40.9%	28.6%	42.1%
	No	14.3%	27.3%	28.6%	42.1%
	Partially	42.9%	31.8%	42.9%	15.8%

3.18 There was a 16% reduction in the number of days that staff travelled to their usual place of work. Based on the average commuting distance revealed in the online survey of 17.2 miles per employee per day, this represents a reduction in travel of 42 miles per day among all of 23 participants[3].

Table 3.2 Reduction in the number of days staff travelled to their usual place of work (DCC)

		Before	Week 1	Week 2	Week 3	Week 4	After
Where do you work?	No. of days at workplace	4.13 83%	3.21	3.57	3.23	3.38	3.38 67%
	No. of days at home	0.29	0.92	0.87	0.86	0.67	0.57
	No. of days elsewhere	0.41	0.62	0.40	0.80	0.19	0.53

[3] *The average commuter modal split from the Department for Transport's National Travel Survey has been applied*

Key Findings from Dorset County Council

The results of the survey data do not represent a large enough sample to draw strong conclusions from the data. However, the findings suggest that the number of commuter trips decreased as a result of the pilot study.

Travel Savings Achieved

There was a 16% reduction in the number of days that staff travelled to their usual place of work. Based on the average commuting distance of 17.2 miles daily, this represents a reduction in travel of 42 miles per day factored up for the 23 participants.

Lessons Learned

Despite preconceptions amongst some line managers that any increase in use of ATT measures would not be possible, either due to service delivery requirements, or because of the existing level of ATT, increased home and remote working was demonstrated during the trial.

4 Kent County Council

Introduction

4.1 This chapter contains a case study of the work carried out at Kent County Council through the ATT support programme.

4.2 In recent years, Kent County Council has introduced a range of ATT measures to support its flexible working policy and to enable staff to achieve a balance between their work and personal lives in the best interests of both service delivery and the wellbeing of individuals. Through this work a number of barriers have been identified which are affecting the uptake of some of the measures provided e.g. teleconferencing. So the priority for the ATT support in Kent was to explore and understand some of these barriers in more detail in order to help overcome them.

4.3 A one month promotion of the existing teleconferencing service was carried out in two departments. The first department (Highways and Transport) already had a number of existing users of the service, and the second department (Education Psychology) had a low level of users, but were keen to increase usage. The promotion involved a series of email bulletins and some teleconferencing taster sessions for first time users of the service.

4.4 This case study will be of interest to organisations looking to increasing the usage levels of an existing ATT measure, where sufficient facilities are in place, but uptake has been low.

Increasing the Usage of Teleconferencing

Step 1: Diagnostic

Progress to Date in ATT

4.5 Kent County Council is progressing its ATT agenda as part of the Kent-wide environment strategy, which seeks to reduce carbon emission by enabling smarter working. Within the authority, specific policy objectives are to reduce an employee's need to travel through promoting sustainable travel options, promoting video and teleconferencing and through careful choice of venues for meetings and events.

4.6 There has also been an office rationalisation programme across the authority with some offices being closed and others being refurbished to promote more flexible working practices.

4.7 A flexible working policy is in place for the whole authority, and business travel guidance is available for all staff. A draft travel to work and parking policy document for key offices has been prepared with supporting procedures, although this policy is not yet formally adopted.

Objectives for the Support Programme

4.8 The organisation used support through the ATT programme to help them progress this agenda. Achieving successful uptake of ATT and demonstrating cost and carbon savings within the authority will provide evidence for the Kent-wide strategy, and help employers across the county to achieve similar benefits.

4.9 Support was required to understand barriers to progress, where staff uptake of new ATT measures has been low within the authority. The support programme looked specifically at barriers to the use of teleconferencing facilities. KCC has the BT Meet ME service available for all staff to carry out teleconferencing (TC), and although there are 900 registered staff, only 5-10% of these actively use the service.

Step 2: Baseline Data Collection

4.10 The first task was to collect baseline data to quantify the existing travel situation at KCC, so that the effect of any future changes to the levels of TC usage on total travel impact could be understood.

4.11 Data needed to be gathered from a range of departments within the authority. Although all business travel data and usage levels of TC is already monitored by the Sustainability and Climate Change team, other units within KCC also play key roles in supporting ATT strategies and holding data. Flexible working policy arrangements are led by Human Resources, implementation of IT hardware and resources by ICT, and development of touchdown and breakout zones are led by the Property team as part of the workplace transformation programme.

4.12 The following data was obtained and input into the ATT Baseline Assessment Tool (BAT) for the year April 2010 to March 2011:

- All expenditure and business travel mileage by car, and the associated carbon emissions;
- Specific information about the distance travelled by leased cars, car club vehicles, and grey fleet (but not the expenditure);
- The total expenditure on council fleet vehicles (but not the distance, or carbon emissions);
- The existing usage levels of the teleconferencing service, including number of units (accounts), hours of usage, and number of meetings;
- The top five routes travelled by car, selected by expenditure; and
- The top 50 drivers, selected by mileage.

4.13 It was not possible to obtain:

- Information about other modes of travel (rail, air);
- Information about the use of taxis; or
- Data on commuting.

4.14 With the data that was provided it was possible to carry out a baseline assessment of travel impact of the whole authority that covered total car mileage, expenditure on car travel and total carbon emissions from car travel. In addition, useful data to enable future prioritisation of ATT measures was obtained, by identifying the top 50 drivers:

- Total cost of all business travel by car is £5,117,904;
- The total business car mileage is 15,844,131 miles;
- The total carbon emitted from business car travel at the authority is 6,159 tonnes; and
- Top 50 drivers emit 3.75% of the total carbon (230,973 kg carbon) and represent 3.82% of the total cost.

Step 3: Identify and Implement

The Kent Pilot Study Methodology

4.15 In order to reduce some of the costs identified in the BAT, a pilot study was carried out to understand some of the barriers to increasing the use of BT Meet Me – Kent's teleconferencing facility. Because barriers were expected to be diverse and particular to certain departments and individuals, a research process was trialled that can be used to investigate these barriers in various departments in the future.

4.16 The pilot study was carried out with two departments – Education Psychology and Highways and Transportation, including 362 staff in total. The research process included interviews with team leaders to understand:

- How they currently carry out meetings (recurring and ad hoc meetings);
- The extent to which they already use TC;
- Their perceptions of TC; and
- The team's ability to use the technology.

4.17 The findings in the interviews were used to design the content of the information and promotional materials to follow.

4.18 The pilot study also aimed to obtain further evidence to support a business case for ATT, by demonstrating the costs and carbon reduction of the changes in travel behaviour.

4.19 A four week promotion was then carried out between the 23rd November and 14th December, which consisted of a series of email bulletins to address common perceptions and help overcome barriers revealed in the interviews and the survey. These included a one minute guide to setting up a telephone based meeting; an article on which meetings work best as a teleconference; and tips how to chair successful meetings.

4.20 Taster sessions were also offered to staff that had never used teleconferencing before. These were an additional measure carried out by Education Psychology for their own staff.

Step 4: Monitor and Evaluate

Results

4.21 Prior to the four week promotion an online survey was issued to obtain baseline information from all staff, which investigated:

- Existing travel patterns;
- Existing quantity of meetings; and
- Attitudes towards ATT, and opinions about the use of teleconferencing.

4.22 The online survey was then repeated after the four week promotion to understand if there had been an effect on business travel over the period.

4.23 The feedback received from staff about the promotional materials provided was positive, with the majority (60%) stating that the information was sufficient to encourage them to make use of teleconferencing in the future. 43% of Education Psychology staff also felt that the taster calls gave them confidence to use the service in the future.

4.24 After the promotion, the number of face to face meetings that were carried out reduced from an average of 6.47 to 4.81 per person in a week. The total decrease of 1.65 face to face meetings per week was made up of 1.28 meetings outside of usual workplaces, and 0.37 meetings at the workplace.

4.25 The number of meetings held via teleconference also increased by 1.04 meetings, from 0.12 to 1.16 meetings, on average, per person, in a week.

4.26 This reduction was not however reflected in the average distance travelled for business, which increased from 50.36 miles to 67 miles. This may have been because of the short timescale of the study, which may have included one off trips. The most accurate record of travel impact will be through ongoing monitoring of total travel carried out through the Baseline Assessment Tool.

Key Findings from Kent County Council

The KCC pilot study included a large sample of staff and provides a useful indication of the effect of direct information provision and promotion on usage of existing teleconferencing facilities. The travel impact is less straightforward to ascertain, firstly because the trial was held over one month only, and total travel varies between months. However using assumptions of travel required for meetings it is possible to project the impact of reducing the quantity of meetings, by replacing them with teleconferencing:

Travel Savings Achieved

Although it cannot be stated that the reduction in the number of face to face meetings that were carried out had a direct impact on travel, the number of meetings held via teleconference did also increase during the trial, so it is possible that some travel was avoided as result of these.

If it is assumed that an employee travels only 5 miles each way to a meeting, and avoids one meeting per week by using teleconference, the authority could save 78,000 miles of car travel per week if this was applied across all staff. This would result in a carbon emissions saving of 30,000 kg and cost savings of £25,000 from car travel per week.

Lessons Learned

The pilot study revealed that by focusing on just one or two departments at a time it is possible to understand barriers and deliver promotional activities that will have an immediate impact on ATT behaviours.

5 Swindon Borough Council

Introduction

5.1 This chapter contains a case study of the work carried out at Swindon Borough Council (SBC).

5.2 SBC has recently consolidated its office space and relocated staff to achieve efficiencies in accommodation and travel costs. Its priorities for the support were to gain a better understanding of the role that management styles have to play in enabling adoption of ATT measures.

5.3 Workshops were held with managers in two teams. The workshops explored how implemented management techniques may increase the uptake of ATT measures by staff at Swindon Borough Council by providing training and discussion on time versus task objectives.

5.4 The aim of the workshops was to encourage managers to promote increased home and remote working to their staff.

5.5 This case study may be of particular interest to organisations that want to understand more about attitudinal barriers to ATT and how they could be addressed.

Understanding the Impact of Training in ATT

Step 1: Diagnostic

5.6 SBC has recently consolidated its office space and relocated staff to achieve efficiencies in accommodation and travel costs. As a result of these changes SBC established a 'New Ways of Working' team to implement and support measures such as remote working, home working and teleconferencing. All 4,000 staff at SBC are offered flexi-working. In addition, approximately 2,100 (52.5%) staff have the option to work from home and have the necessary equipment to work remotely.

5.7 In terms of existing policies that SBC already had in place; these included:

- Working at home guidance;
- Travel and subsistence policy;
- Flexi-time guidance;
- Compressed hours guidance;
- Annualised hours guidance;
- Flexible working guidance; and
- Organisational travel plan.

Objectives for the Support Programme

5.8 Currently the HR and Change Department is responsible for the 'New Ways of Working' transformation project, and Transport Planning is responsible for the travel plan strategy that incorporates business mileage. The travel plan acknowledges the ability of the transformation work to meet travel plan objectives.

5.9 SBC wanted to use the support programme to work through some of the perceived barriers to ATT including cultural change and lack of ownership, to ensure that the effectiveness of these measures is maximised.

Step 2: Baseline Data Collection

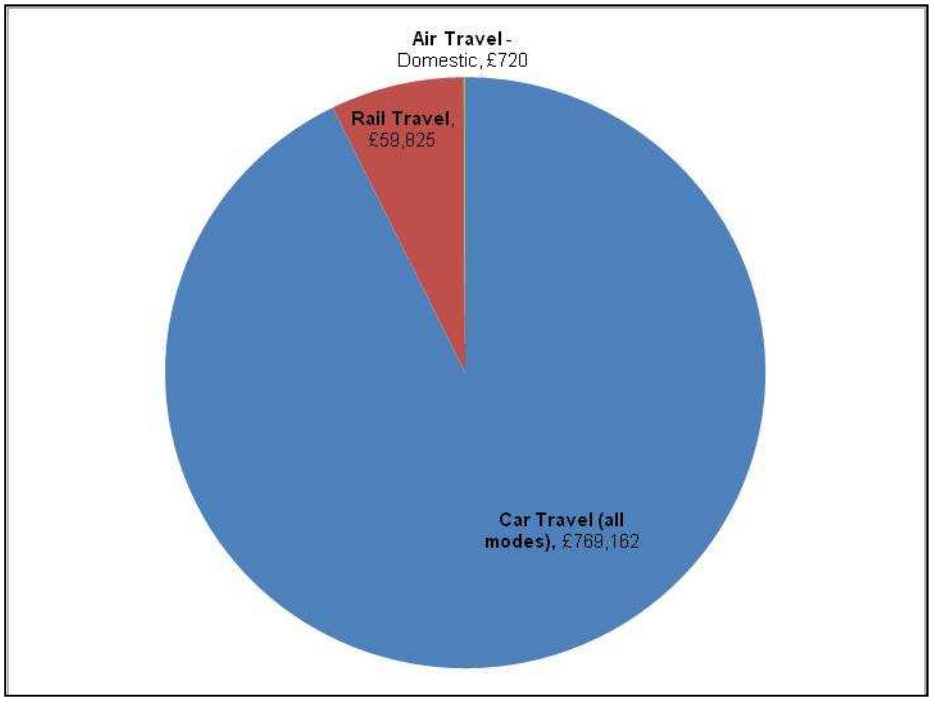
5.10 SBC completed their Baseline Assessment Tool (BAT) based on data for 1st April 2010 to 31st March 2011 (FY 2010/11). SBC provided expenditure data for business travel (rail travel, domestic flights and pool cars and the grey fleet). In addition distance travelled for pool cars and the grey fleet were also provided. The section for top 50 drivers by mileage was completed with information on distance and expenditure entered. SBC also provided data on the number of staff participating in home working, remote working and flexi-working. A summary of the data provided by SBC along with the calculated carbon emissions and air quality impact are provided in Table 5.1.

Table 5.1 Summary of Business Travel Impact by Mode (SBC)

Mode		Expenditure (£)	Distance Travelled (miles)	Emissions (kg of CO2e)	Air Quality (g NOx)	Air Quality (g PM10)
Car Travel (all modes)		£769,162	1,372,421	533,518	134,630	1,676
	Pool cars	£10,500	16,173	6,287	1,586	20
	Grey fleet	£758,662	1,356,248	527,231	133,043	1,656
Rail		£59,825	-	-	-	-
Air (domestic)		£721	-	-	-	-

5.11 **Figure 5.1** provides a breakdown of expenditure by mode for business travel. The chart shows £770k (93%) of SBC's travel expenditure was on car travel. A further £60k (7%) was spent on rail travel with domestic air travel contributing less than 1% (£720) for FY 2010/11.

Figure 5.1 Business Travel Expenditure by Mode (SBC)



5.12 SBC spent a total of £758,662 on the grey fleet in FY 2010/11 with the top 50 drivers contributing £143,926 (19%). Analysis of the data shows the top 10 drivers contributed £39,578 (5%) to this total. This highlights the value of completing the BAT in order to highlight significant expenditure and where savings can be made through ATT measures.

Step 3: Identify and Implement

The Swindon Pilot Study

5.13 Two pilot groups were selected at SBC; these were the Transport Delivery and Landscape Group (TDLG) and the Locality Group (LG). These two groups were chosen as the TDLG is predominantly office-based, whereas the LG consists of community-based/mobile workers who undertake a lot of site/school/home visits. Therefore the differences between these teams and the potential for ATT measures could be investigated.

5.14 The TDLG training had four attendees and the LG had three attendees, and the key actions given to managers were:

- Both Groups: Ask all staff 'in an ideal world how would you like to work, how many days in the office and how many from home?' If possible try to accommodate some/all of this.
- Both Groups: Look out for employees' natural breakpoints (i.e. new starters, having children, moving house, children leaving the home, maternity returnees) and discuss ATT measures such as home and remote working at these times.
- TDLG: Have a discussion with peers/staff on moving away from a time management/output system to a task management/output system.
- LG: Follow-up 6 months after the office move to ensure messages given at the time of relocation are explicit not implicit (i.e. staff don't have to come into the office every day, paperwork can be done from home, site visits can be carried out on way to office – the working day doesn't have to start and finish at the office).
- LG: A longer-term action is to look at increasing the use of technologies such as teleconferencing, videoconferencing, webinars and Skype. It was felt that travel and cost savings could be achieved from the use of Skype for meetings/briefings/seminars.

Step 4: Monitor and Evaluate

Results

5.15 A baseline online survey was carried out with both pilot groups during November 2011, pre any specific implementation of ATT measures as part of this project. This received 23 responses which was a 35% response rate, based on approximately 65 staff in total.

5.16 SBC decided to focus on home and remote working as their ATT measure. Therefore the baseline figures for this were that the average response for 'how many days did you work in your usual office or workplace last week' was 4.41 days. 0.48 days were worked at home; with 1 day worked in another location (NB respondents could put multiple locations if they worked in more than one location on a particular day).

5.17 This suggests that home-working and remote working is currently, albeit marginally, being used by SBC employees.

5.18 A follow up online survey was conducted in December 2011, after the workshops.

5.19 The follow up survey received a total of 19 responses from approximately 65 staff (25 in the Locality Team and 40 in Transport), giving a completion rate of 29%.

5.20 The table below illustrates the before and after findings. Interestingly, the changes in behaviour were greater in the team that is predominantly office based. The TDLG team decreased their number of days working in the office by 14%, with corresponding increases in home and remote working, suggesting that there may be more potential to affect the travel behaviours of office based staff than mobile workers, whose travel requirements may be more complex, and tied into their job requirements. If this is compared with the CWaC case study, this suggests that mobile workers could require more tailored solutions such as specific IT equipment in order for them to maximise ATT usage.

Table 5.2 Days Worked From Usual Location and Home (SBC)

	Before (Days)			After (Days)		
	Office	Home	Other	Office	Home	Other
TDLG	4.73 (95.6%)	0.14 (2.8%)	0.08 (1.6%)	3.71 (81.4%)	0.71 (15.6%)	0.14 (3.1%)
LG	3.5 (58.3%)	0.5 (8.3%)	2 (33.3%)	4.13 (57.9%)	0.5 (7.0%)	2.5 (35.1%)

Key Findings from Swindon Borough Council

The Swindon pilot study has shown that management training sessions to focus specifically on enabling home and remote working can have an immediate impact on the level of home working carried out by staff. Although the training session only involved a small group of managers, they were motivated to encourage their staff to work differently as a result, and an impact on staff behaviours was documented.

Travel Savings Achieved

After the training there was an increase of half a day a week (0.52 days) being worked at a location away from the office, which represents a percentage reduction in days per week spent in the usual office location of 10.4%.

The changes in behaviour were greater in the team that is predominantly office based. The TDLG team decreased their number of days working in their usual location by 14%, with corresponding increases in home and remote working.

Lessons Learned

A key barrier to home and remote working can be staff perceiving that it is not approved of or supported. Workshops can help managers to understand the benefits of home and remote working and enable them to provide clarity to staff on the benefits of this way of working. Workshop discussions can also help managers to adjust their management style to focus on work achieved, instead of time spent in the office.

"It was really good for us as a transport team to involve other parts of the organisation in this project; we were able to streamline our activities with that of our IT and business transformation teams to complement each other's work, and also to bring transport issues onto the agenda of different departments.

Collecting information for the ATT Assessment Tool was a challenge as it highlighted to us how all our information is stored ineffectively across different systems. This isn't something we have been able to resolve, but now that it has been highlighted it is certainly something we can look to improve on.

Overall, just getting people to think about the journeys they make, and how and why they need to make them has proved effective and challenged the way we traditionally work."

Claire Fleming, Swindon Travel Choices, Swindon Borough Council (April 2012)

6 Tranche Two Support

6.1 This chapter contains details of the support provided to a second group of organisations that had an interest in progressing ATT. These organisations were predominantly identified by the tranche one local authorities as suitable organisations with similar objectives for ATT.

6.2 The tranche two organisations received support from the Project Advisory Team for implementing Steps 1 and 2 of the ATT grant process.

6.3 Each organisation has a pre-prepared action plan to follow, and has been linked with their local authority in order that support can continue once the grant-funded support programme has ended. The action plans can be found in Appendix A.

Avon and Wiltshire Mental Health Partnership NHS Trust

Work Carried Out (Step 1 and Step 2)

6.4 Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) received support from the ATT programme following a recommendation from Swindon Borough Council. The trust was interested in receiving guidance to develop a baseline of current business travel and then to develop a plan to increase usage of ATT measures.

Action Plan (Step 3 and Step 4)

6.5 The Trust completed the Diagnostic Assessment Tool (step 1), providing information on green initiatives and the 2010 staff travel survey. From the data and information provided, an action plan was developed which contained activities to collect further data to improve the quality of the baseline work already completed during the support programme. For example, collecting business travel mileage for every mode of travel by interrogating their expenses data. This will help AWP to improve the accuracy of their carbon footprint from travel.

6.6 The action plan then outlines some pilot studies that could be introduced once the baseline data is more complete. The first will be to trial more flexible and mobile working practices. AWP will start by selecting a group of staff that would benefit from these working practices because of their job roles, and then introduce a trial of home and remote working with these staff.

6.7 In addition, AWP will undertake a review of existing communications technology (teleconferencing and videoconferencing) to understand if current supply meets requirements by engaging with employees about their propensity to use them. The ATT online survey can be used to investigate propensity to use such facilities if required.

6.8 AWP has been advised to look in more detail at the Kent case study as this followed a similar approach.

Bristol University

Work Carried Out (Step 1 and Step 2)

6.9 The University of Bristol was referred to the ATT programme by Bristol City Council[4]. The University already has a well developed ATT programme and is also monitoring the impacts on

[4] Bristol City Council was initially engaged into the support programme as a tranche 1 organisation, but due to changes in staff resources they were unable to complete the support programme. Bristol City Council is therefore presented in the report as a tranche 3 organisation.

travel; however they were interested in learning more about improving the process and making a business case.

6.10 Despite the university already having its own monitoring system for ATT, it reported that using the Baseline Assessment Tool was very helpful in gaining a better picture of their overall travel impact, and prioritising areas to focus on next.

Action Plan (Step 3 and Step 4)

6.11 An action plan has been developed with the objective to continue to improve the quality of data collection, and to use the BAT to identify next steps for their ATT programme. For example, the University plans to interrogate the data to identify the most frequent trips carried out and the individuals or departments that travel the most frequently.

6.12 Pilot studies will then be planned by working with their Human Resources Department to further increase use of ATT.

6.13 Bristol University has been advised to share their experiences with Bristol City Council which has a similar aim of reducing travel by targeting frequent trips.

East Dorset District Council and Christchurch Borough Council

6.14 East Dorset District Council (EDDC) and Christchurch Borough Council (CBC) was referred to the support programme by Dorset County Council. The Councils work in partnership and have a Environmental Strategy and Action Plan in place that contains a priority to reduce travel between the two authorities' main buildings.

6.15 EDDC and DBC's priority for use of the support was to create a baseline so that the travel aspect of the Environment Strategy could be monitored.

Work Carried Out (Step 1 and Step 2)

6.16 Director and Corporate Team approval to progress ATT via the support programme was gained before the support commenced, and then guidance on using the Baseline Assessment Tool was provided by telephone.

6.17 EDDC and DBC then proceeded to complete the Step 1: Diagnostic and Step 2: Baseline Assessment Tool. The Councils received telephone support from the Project Advisor Team as needed, and succeeded in collecting data for both councils from expense claims, their lease car system and a rail warrant system. It was confirmed that the top 50 drivers are based at their two main offices, and a baseline of total travel impact and carbon emissions for both authorities was established.

6.18 EDDC and DBC found that completing these two steps was more straightforward than some of the larger County Councils in Tranche 1, where data collection requests took longer and the data storage systems may have been more complex.

Action Plan (Step 3 and 4)

Promoting Microsoft Lync to Reduce Travel Demand

6.19 A telephone discussion was then held with the support team to think about next steps for progressing their ATT programme. Microsoft Lync was being introduced via an organisation wide IT upgrade, so the potential to promote this service as an alternative to travelling between the two buildings was discussed and a pilot study was agreed as follows:

1. Issue a before survey;
2. Capture BAT data for one month prior to trial;
3. Run one month of promotion, including one minute guides, benefits, and taster sessions (templates can be provided from other authorities in the ATT support programme);
4. Capture BAT data for one month after the trial;
5. Issue an after survey.
6. Complete annual BAT for authority in 2013/14.

6.20 An action plan was prepared for EDDC and DBC to follow in order to introduce the pilot study and then evaluate the impact on travel, before planning further pilot studies and a wider roll out of ATT.

6.21 EDDC and DBC has been advised to look in more detail at the CWaC and Kent case studies as these case studies followed a similar approach.

7 Tranche Three Support

7.1 This chapter contains details of the support provided to a third group of organisations that had an interest in progressing ATT. Once it was established that the organisation had resource available and objectives in place for ATT, they were provided with a telephone interview to complete Step 1 of the ATT process. Further to the interview the support team prepared an action plan which contains next steps (for steps 2-4) for the organisations to implement.

7.2 A summary of the telephone interviews and action plans is detailed below, and copies of the action plans are included in Appendix B.

Bristol City Council

7.3 Bristol City Council (BCC) has a longstanding ambition for Bristol to be regarded as a "Green Capital", and in 2008 it was the only UK city shortlisted for the EU Green Capital award. In the Revised Joint Local Transport Plan 3 the council reaffirmed pledges to tackle congestion and reduce vehicle business across the city.

7.4 Bristol City Council, aiming to lead by example, has recently undertaken an accommodation review and as a result has reduced office space and relocated staff to offices outside of the city centre. The changes to employees' work locations has required employees to adapt to new ways of working and a 'New Ways of Working' team has been established to oversee the changes made as a result of the accommodation review.

7.5 The authority has however noticed that the dispersal of employees across the city has resulted in an increased number of expense claims as a result of employees driving or booking a taxi for meetings at other council offices. BCC therefore wanted to explore ways in which this travel could be reduced.

Action Plan

7.6 Bristol City Council will use the ATT Baseline Assessment Tool to develop and improve its data collection and monitoring systems. This work will help to identify key gaps in the information currently collected, and establish a robust baseline to work from.

7.7 A pilot exercise will then be carried out with a single team who currently have high levels of business travel. The team will be identified on completion of the baseline data analyses. The pilot exercise will involve the team being provided with technical training to help them use web based conferencing facilities, and the effects of this will be monitored, so that the results may be used to enable a wider roll out of web based conferencing within BCC.

The Environment Agency

Telephone Interview (Step 1)

7.8 The Environment Agency was recommended to the support programme by Bristol City Council. The Agency has targets in place to reduce internal business travel by 25% and all carbon emissions by 30% by 2015.

7.9 The Agency already has web and teleconferencing facilities available for all staff to use, and its monitoring shows that over 11,000 meetings were held last year using these services.

Action Plan

7.10 An action plan was prepared to use the tools available from the support programme to further work in ATT to help the Agency meet their targets. Initially the Agency will collate all their existing travel data, which is already available but not all stored in the same place, and complete the Baseline Assessment Tool.

7.11 The Agency will then progress with some management training to encourage more remote working, working closely with HR, and continue to monitor the effect on travel by using the ATT monitoring tools.

7.12 The Environment Agency has been advised to look in more detail at the Swindon case study as this case study followed a similar approach.

Great Western Hospital

Telephone Interview (Step 1)

7.13 Great Western Hospital (GWH) was referred to the support programme by Swindon Borough Council. The hospital group has recently merged with another larger hospital trust, which has caused business mileage to treble, so it is exploring ATT to reduce this.

7.14 GWH has already developed a commuter travel policy and has successfully managed car based commuting through a combination of good sustainable transport provision and incentives and car parking restrictions for staff. ATT is less developed and happens on a more ad hoc basis so GWH will therefore include ATT in its existing strategy, by looking at technology that can reduce the need for business travel in particular.

Action Plan

7.15 An action plan was discussed during the telephone interview to firstly develop a robust baseline for ATT and its impact on business travel. GWH is able to obtain data on fleet cars, mileage taxis and air travel, and also existing provision and usage of video and teleconferencing facilities.

7.16 The GWH will introduce some pilot ATT measures that will encourage greater use of communication technology. Initial plans are already in place to work with IT to develop training on how to use the existing facilities. The ATT online survey will be used to monitor a pilot group of staff and understand before and after usage levels, before rolling out the training more widely.

7.17 A second study is also planned to focus on the most frequent users of fleet cars, to understand their travel needs in more detail, and how they might be replaced by ATT.

North Dorset District Council

Telephone Interview (Step 1)

7.18 North Dorset District Council (NDDC) was referred to the support programme by Dorset County Council. Their Sustainability Manager is working towards reducing the organisation's carbon footprint, and there is also a drive to reduce the costs of business travel by realising efficiencies.

7.19 A good level of travel data is already available because it was collected for the development of a Travel Plan in February 2011, and Human Resources also maintains a record of staff that have applied for flexible working and home and remote working. The authority will therefore use the BAT provided through the support programme to pull this together and create a baseline of existing travel and ATT.

7.20 There is already informal flexible, home and remote working in place, and there is a good level of awareness of the application process. There is some confusion over how to use the teleconferencing facilities, and although there is a willingness to use webinars as well, these are perceived to be restricted by the organisation's IT capabilities.

Action Plan

7.21 An action plan has been prepared that involves an initial data collation exercise using the Baseline Assessment Tool, before introducing a pilot study that aims to increase the use of existing communication technology facilities. This will initially involve working with IT to investigate a bandwidth upgrade that will enable webinars, and also providing training on the teleconferencing facilities.

Research Councils UK

Telephone Interview (Step 1)

7.22 Research Councils UK, also referred to the programme by Swindon Borough Council, consists of the seven separate academic research councils. All are located on one site, each with separate travel policies and procedures. Each council has its own travel plan which addresses commuting, but they would like to progress ATT on a site-wide basis.

7.23 The organisation is interested in making use of web conferencing as a measure to reduce business travel, as it thinks that this would be popular amongst researchers and would fit well with the type of work, which is sometimes international.

Action Plan

7.24 The baseline data collection exercise will be managed by the facilities manager who has a site-wide role. He will gather information from the research councils and collate information in the Baseline Assessment Tool, in order to create a baseline of all business travel and current ATT usage.

7.25 Research Councils UK will then initially focus on introducing web conferencing, working with the IT department to find a suitable provider, and then trialling this with a pilot group of staff. The organisation will then consider if specific training will be needed to increase utilisation levels. The ATT online survey will be used to monitor the effect on business travel.

Swale Borough Council and Ashford Borough Council

Telephone Interview

7.26 Swale Borough Council (SBC) and Ashford Borough Council (ABC) were referred to the support programme by the Kent County Council climate change network. The two Borough Councils have a joint Climate Change Officer who is working on reducing organisation wide emissions, and reporting this via their 'Climate Change Position Statement'. The councils are also looking to develop a full Travel Plan, so ATT will feature in this as a priority area.

7.27 All staff may already request flexible and home working arrangements. There is a good level of awareness among staff and therefore use of these ATT measures is used whenever there is an opportunity. The councils believe that there is more potential to be realised from communication technology, because staff are not always clear on how to use the facilities that are already in place. A telephone conferencing service is available to all staff, and this is currently underused. All staff

are also able to participate in webinars, although these have not yet been initiated by SABC staff themselves.

Action Plan

7.28 An action plan has been prepared to help SBC and ABC gain a good understanding of baseline usage of ATT and current travel impact, using the Baseline Assessment Tool, and then introduce some training to improve understanding of existing teleconferencing facilities. The training will be provided to a pilot group of staff initially, and the impact on travel monitored using the ATT online survey, before providing the training more widely across the organisation.

7.29 SBC and ABC could also utilise some of the tools developed in the Kent case study as this case study had similar aims of increasing usage of teleconferencing facilities.

8 Department for Transport's Olympic Case Study

Operation Footfall and Operation StepChange

Introduction

8.1 This chapter contains details of the work underway in the Department for Transport (DfT) to promote the potential for ATT to help manage travel demand in preparation for the London 2012 Olympic and Paralympic Games. In addition to encouraging its staff to avoid business travel, DfT's work also includes influencing those who commute to change their mode of transport and route (which the ATT support programme did not seek to influence).

8.2 DfT, along with 16 other Government departments, has committed to an ambition to reduce its travel footprint by 50% during the Games period. This will be achieved by removing, re-timing, re-routing or changing the mode of commuting, business travel and delivery/collection trips over the seven-week period from the Olympics torch coming to London (21st July) to the close of the Paralympics (9th September).

8.3 Two trials were carried out to understand the potential travel reductions in advance of the Games. DfT held an initial trial week (Operation Footfall) in August 2011 to test out its plans for reducing travel demand, and a second trial (Operation StepChange) in early February.

8.4 This work, which was not part of the ATT support programme, has demonstrated the potential for ATT to reduce travel demand, and shows the impacts that can be achieved involving larger numbers of staff. This case study may be of interest to organisations looking to affect the wide scale uptake of a range of different ATT and sustainable transport measures.

Timescales

8.5 The first trial (Operation Footfall) was held in August 2011 to test out DfT's plans for reducing travel demand. Sixty-nine per cent of trips were positively changed and the Department was able to learn some valuable lessons about what works and what doesn't.

8.6 Operation StepChange differed in several respects from Footfall. Firstly, parts of the Department conducted a three-week trial to test out the department's resilience over longer periods of time. Secondly, the focus was on seeing how DfT could manage the peaks and troughs of demand expected at Games-time. Thirdly, this was a Government-wide test, with 13 Departments across Whitehall in London taking part. Again the Department exceeded its travel targets with 71% of staff positively changing their commuting travel, while, across Whitehall, most departments achieved near or above the 50% 'positive change' ambition.

8.7 Both trials asked staff to think about and test out different ways of working and travelling. This included reducing travel (through home or remote working, for example in alternative offices, or by using audio or video conferencing to reduce business journeys), travelling at different times to avoid peak hours at particular stations, re-routing to avoid 'hotspot' stations, or walking, cycling or running rather than using public transport.

Methodology Adopted for the Trials

Extensive Communication and Senior Leadership

8.8 Since both trials sought active behaviour change from staff there was an extensive programme of internal communications before, during and after the events. Workshops, drop-in sessions, web

chats, blogs, posters and presentations were all employed, in addition to the full range of communication channels.

8.9 Senior management and ministerial buy-in was critical in encouraging people to change their working practices. The Secretary of State, for example, used video conferencing during StepChange, while other ministers walked to work and used video speeches instead of attending events.

8.10 Staff were actively encouraged to share their best practice and experiences of working differently. Notably, many commented on how working more flexibly actually improved their ability to do their jobs.

Results

Operation Footfall

8.11 Throughout the trials regular daily polls provided a snapshot of what people were doing. These, and other feedback, are now being used to prepare DfT and Whitehall for the actual Games.

8.12 The headline result from Operation Footfall was that 69% of commuting and business travel trips were positively changed, with 32% of trips entirely removed, 16% re-timed, 14% changed mode and 7% re-routed. The more detailed results shown below were gathered from an online staff survey and feedback from 'travel champions' across the Department. The information presented focuses on the behaviour changes that resulted from use of alternatives to travel – i.e. mainly those journeys that were reduced by staff working at home or another remote site, and changes to business travel due to the use of technology.

8.13 Survey respondents who had not worked from home at all or no more than usual were asked their reasons and gave a variety of responses. The most common reason was the lack of a computer or other equipment (36%), followed by personal preference (26%) and the nature of the respondent's work (23%).

8.14 70% of survey respondents said they made no change to their business trips during the trial week and amongst the remainder, although 7% used audio/video conferencing, meetings were most often postponed, brought forward or declined to avoid the trial week.

Operation StepChange

8.15 Headline results from Operation StepChange were also positive, with most participating Departments meeting their aim to change their usual travel behaviour by 50%. In DfT, 71% of commuting journeys were positively changed. 35% of journeys were entirely removed, the majority of which was staff working remotely. There was a 93% increase in the number of daily remote access users.

8.16 The trial provided a useful opportunity for departments across Whitehall to test the resilience of plans and engage staff. Early results show the majority of departments achieved at least a 50% positive change in commuting and business trips, with several achieving considerably higher levels of behaviour change.

Lessons Learned

8.17 DfT identified a number of lessons learned following Operation Footfall. Those shown below relate specifically to ATT measures, or more general issues that would be relevant to any behaviour change exercise. These included:

- Fully engaging staff via extensive internal communications is critical. This raises awareness and ensures that staff understand the rationale for action. Maintaining engagement with staff is also key to ensuring that momentum is not lost during the trial period and beyond.
- Flexibility is key. Staff need to be assisted in making informed and sustainable choices that allow a degree of flexibility depending on specific considerations on the day or during the week. Staff need to be supported, they must have the right information in order for them to plan and they must have a designated point of contact so that they can raise concerns.
- Simple preparations can ensure home-working is effective. Staff found working from home worked well when diaries were properly updated; they had access to emails; phones were diverted; and work planning was built around time in the office and time at home. Flexible solutions to allow the best use of resources, for example by sharing laptops within teams, are most effective.
- Experiences of home-working were mixed, but generally positive for a length of 1-3 days. When giving feedback on working from home, staff were positive about increased levels of productivity; reduced time wasted commuting; and a better work-life balance. However, staff feedback indicated lack of face-to-face contact; difficulty contacting colleagues; insufficient facilities and child care issues were common problems especially for extended periods of time.
- Guidance on home-working should be clear, readily available and promoted to staff.
- A long-term approach to reducing business trips needs to be encouraged. Staff survey results showed business trips were often avoided by rescheduling meetings by a few days; such an approach is not viable over a seven week period and greater encouragement is needed to use existing video and audio conferencing facilities.

8.18 Early emerging lessons from the cross-Whitehall trial week (Operation StepChange) with relevance to implementing ATT measures included:

- Senior management buy-in and visibility is crucial, both at the top of the organisation and at a local level, to demonstrate the importance of the initiative.
- Key information and guidance should be communicated gradually rather than large volumes in one go.
- Testing has a positive impact on the willingness of staff to change both travel and working patterns.
- Ability to change working practices is heavily dependent on whether partner organisations are also changing the way they work, meaning cross-organisational planning is essential.
- Planning is most effective when it is done collectively as a team at a local level.
- There is a need for a focus on explicit communication within and between teams when working flexibly – for example, ensuring phones are diverted and using electronic calendars.
- A number of factors were perceived to be barriers to home working, such as insufficient or inadequate IT, resistance to behaviour change, a misconception that flexible working is only for the privileged few, and a dependency on paper in some offices.
- Some staff highlighted improved productivity when working from home, and the importance of planning ahead.
- Staff would appreciate more assistance in managing remote workers.

Next Steps

8.19 Over the next few months, DfT and other government departments will be continuing to learn from the lessons of Operations Footfall and StepChange to ensure full preparation for the Games period and beyond. This includes:

- Ongoing engagement with staff to ensure they remain aware of the transport challenges faced over the summer, and the solutions available to manage this;
- An increased focus on the need to be explicit about communication within and between teams when staff are working remotely;
- Development of advice and resources for both staff and managers, to support remote working;
- Engagement with stakeholders in advance of the Olympics to discuss alternatives arrangements for meetings;
- Engagement with suppliers to reduce or retime deliveries during the Olympics;
- Further dissemination to staff of TfL's travel advice, and sharing case studies and best practice across Whitehall;
- Continued development of ICT solutions to allow staff based in central London to work in central Government and Agency offices outside London.

9 Summary and Next Steps

Summary of Key Findings and Lessons Learned

Communications and Promotions

Knowledge and clarity

- Preconceptions may suggest that there is no potential to increase the use of ATT measures but, through promotion ATT use can be maximised and travel reduced (Dorset County Council and Swindon Borough Council);
- Promoting ATT through short email guidance is low cost and can have an immediate impact on reducing travel (Dorset County Council and Kent County Council);
- Providing clarity of what is expected of staff can be an essential first step in encouraging ATT. The links between ATT and potential cost and carbon savings from travel (as well as other savings) should be clearly communicated to staff that are required to change their behaviour;
- Starting communications well in advance of efforts to change behaviour is also beneficial (as demonstrated through the DfT Operation Footfall project) to give staff the chance to absorb information being provided to them, ask questions, and to plan how they might change their behaviour;

Delivery Methods

Local delivery

- Delivery methods for ATT should be on the local level to ensure that the bespoke needs of departments, teams or individuals can be addressed. Even in the instance where wide scale uptake of ATT needs to be achieved, resources will be needed on the local level to provide immediate support for staff and to manage diverse needs of individuals (Cheshire West and Chester, Department for Transport);
- The pilot study at Cheshire West and Chester demonstrated the benefit of having a local contact point which helped engage staff initially and supported them throughout. DfT's Operation Footfall showed that local delivery e.g. via a 'local champion' working within teams is also needed for an organisational wide promotion;
- The extent to which this could be achieved in the remaining pilot studies was quite limited. In Dorset, the line managers forwarded emails about the one month home-working trial to their own staff, rather than staff receiving communications from the support panel.
- Similarly in Kent, promotions were issued by the head of service for each of the pilot teams to show organisational support, and additional support for staff in one of the departments (teleconferencing test calls) was managed locally.

Improving skills in ATT

Technical and non technical training

- Often the perception is that technical training is the most significant barrier to uptake of new ATT measures. It is certainly worth investigating the range of barriers that may exist before deciding the type of training that is needed, because barriers can be more complex than technical skills alone (Swindon Borough Council);
- For example, focus group discussions revealed that a key potential perceived barrier to home and remote working was staff perceiving that this way of working is not well received by

managers. Managers however, were generally supportive of staff working more flexibly. Therefore at Swindon workshops were held to encourage a change in management style to focus on outcomes, rather than time spent on tasks.

- Technical training, such as in use of web, video or tele-conferencing facilities may be effective for staff that are already keen to get started, but would be less effective for staff that still place importance on presence at a meeting.

Holistic Approach

- The pilot studies have shown some positive impacts on the behaviour of individuals, even though they only involved the introduction of one measure, or a singular approach on a very small group of staff. It should be considered that the effect of a combination of measures to encourage ATT would be likely to have a much more significant impact; it has been shown at Cheshire West and Chester, and at the DfT, that a holistic package of measures can be effective in achieving changes in behaviour that result in a decrease in travel demand. It will be important to continue to monitor these changes to confirm if these changes have longevity.
- Existing ATT programmes, such as office rationalisation programmes, normally do include communications, training, awareness, and facilities all together, but the messages are not always about travel. It is therefore important for transport professionals to ensure that part of this package of interventions will be measures that will impact on travel behaviours, and the messages to staff about the benefits of travel reduction are clear.

Next Steps

Sharing Knowledge within the Public Sector to Improve the Evidence Base

9.1 Each tranche one authority has developed their own action plan to repeat and roll out ATT. Tranche two and three organisations will follow the action plans they have received.

9.2 The organisations that have been involved in the support programme are now part of a network that can share knowledge with each other. The tranche one organisations, who have received the most support, have progressed their ATT business cases the furthest and will be able to advise the tranche two and three organisations that have received lower levels of support in their areas.

9.3 A contact list has been circulated to all of the organisations involved to extend the support network further than within each local authority area. The intention is that as each organisation improves their business case, the evidence can be shared within the group to build a stronger evidence base for the effect that ATT measures can have on travel carried out in public sector organisations.

9.4 The tools and resources prepared through the support programme are available to any public sector organisation with an interest in progressing ATT to realise transport benefits. The tools have been tried and tested by the 13 organisations who will be able to advise further public sector organisations going forwards.

9.5 The Department for Transport will also receive updates from the local authorities involved in tranche one of the support programme with any further evidence that is gathered for ATT, and will provide an introduction to help new organisations get started.

Appendix A

Tranche Two Action Plans

Appendix A

Tranche Two Action Plans

ATT Action Plan: Avon and Wiltshire Mental Health Partnership NHS Trust

Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) has joined the Department for Transport's Alternatives to Travel programme as Swindon Borough Council's Tranche 2 organisation, receiving guidance and tools to develop a baseline of current business travel and to develop a plan for alternative to travel measures.

The Trust completed the Diagnostic Assessment Tool, providing information on green initiatives and the 2010 staff travel survey. From the data and information provided, this action plan has been developed to assist AWP with creating a baseline and implementing alternative to travel measures, with the aim of reducing carbon emissions from travel.

	Task	Detail	Timescale
Step 1: Diagnostic	Include ATT in existing travel policies	Design a travel hierarchy that includes ATT and update the travel policy.	Short term (1-3 months)
Step 2: Baseline	Establish a stable baseline	Use JMP's Baseline Assessment Tool and following actions to create a stable baseline for the Trust.	Long term (6 months +)
	Business travel mileage	Investigate the possibility of collecting business travel mileage for all modes of travel. This will help AWP to calculate carbon emissions for travel and set carbon targets for monitoring. As AWP does not have a supplier assisting with booking and management of travel, this may need to be incorporated into the expense management system.	Medium term (3-6 months)
	Measure alternatives to travel	Obtain usage data on conferencing systems across the Trust. This data can be obtained if reception keeps a record of bookings.	Medium term (3-6 months)
Step 3: Identify and Implement	Encouraging and enabling flexible and mobile working practices	Further investigate the possibility of providing home or mobile working. Establish those that would benefit the most from such working and develop a trial to understand possible utilisation.	Medium term (3-6 months)
	Alternatives to travel	Undertake a review of teleconference facilities at the Trust to establish whether 1 unit meets requirements. Engage with employees to understand how videoconferencing facilities could be utilised as an alternative to travel.	Medium term (3-6 months)
Step 4: Monitoring	Complete Baseline Assessment Tool	Use the above actions to create a stable baseline for the Trust.	Long term (6 months +)
	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place.	Long term (6 months +)

ATT Action Plan: University of Bristol

The University of Bristol has joined the Department for Transport's Alternatives to Travel programme as Bristol City Council's Tranche 2 organisation, receiving guidance and tools to complete a baseline of current business travel and alternatives to travel utilisation.

The University completed the Baseline Assessment Tool, Diagnostic Assessment Tool and, in addition, supplied completion notes to provide further background on business travel. From the data and information provided, this action plan has been developed with the objective to help with baseline data collection and the implementation of alternatives to travel measures.

	Task	Detail	Timescale
Step 1: Diagnostic	Travel Policy	Ensure ATT is included in the new Travel Policy	Short term (1-3 months)
	Engage with Travel to Work Group	Engage with the Travel to Work Group to ensure the Student and Staff travel plans align with the promotion of alternatives to travel.	Medium term (3-6 months)
	Issue Communications	Develop a communications strategy to ensure all staff at the University are aware of and understand the policy.	Short term (1-3 months)
Step 2: Baseline	Establish a stable baseline	It is noted FY 2011/12 will become the stable baseline year for future assessments of travel at the University of Bristol. Therefore, the following actions should be used to help create the most representative baseline possible.	N/A
	Data provided via Proactis	Utilise the Proactis system to obtain data for all car travel undertaken by the University.	Short term (1-3 months)
	Alternatives to travel data	Obtain usage data on videoconferencing, telepresence, teleconferencing and webconferencing systems across the University.	Medium term (3-6 months)
	Data provided via Proactis	Investigate whether the Proactis system could provide distance data for rail, air, taxi and car travel for calculating carbon emissions.	Medium term (3-6 months)
Step 3: Identify and Implement	Encouraging and enabling flexible and mobile working practices	Work with HR and University Departments to support those interested in working from home. In addition provide support and training to managers on managing staff remotely.	Medium term (3-6 months)
	Frequent trip information	Interrogate the frequent air and rail trip information provided in the BAT to identify individuals that travel on these routes often. Engage with these individuals to understand whether these trips are essential. Investigate the possibility of some of these trips being replaced by alternatives to travel.	Medium term (3-6 months)
	Alternatives to travel	Analysis of the usage of the eight centrally supported video conferencing suits to determine the need for additional suits and establish whether further training may be required.	Short term (1-3 months)
	Alternatives to travel	Analysis of the 'Bi Annual University Travel Survey' to understand current data on home working, flexi working and staggered hours. Use the results to determine the success of these measures and whether they could be implemented further.	Short term (1-3 months)

Step 4: Monitoring	Complete Baseline Assessment Tool for FY 2011/12	Use the above actions to create a stable baseline for the University.	Medium term (3-6 months)
	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place.	Long term (6 months +)

ATT Action Plan: East Dorset District Council and Christchurch Borough Council

East Dorset District Council and Christchurch Borough Council have joined the Department for Transport's Alternatives to Travel programme as Dorset County Council's Tranche 2 organisation, receiving guidance and tools to complete a baseline so that the travel aspect of the Environment Strategy can be monitored. The Councils work jointly on their Environmental Strategy and therefore received join advice from the ATT programme.

The Councils completed the Baseline Assessment Tool, Diagnostic Assessment Tool and, in addition, supplied completion notes to provide further background on business travel. From the data and information provided, this action plan has been developed with the objective to help with baseline data collection and the implementation of alternatives to travel measures.

	Task	Detail	Timescale
Step 1: Diagnostic	Ensure reporting structure is in place and senior buy in is achieved	ATT sits within sustainability management, which is an inwardly focused programme that includes objectives to reduce travel, in particular between the two authorities. Director and Corporate Team approval to progress ATT via the support programme gained in November 2011.	Completed
Step 2: Baseline	Complete baseline assessment tool (BAT)	Gather data from various sources and enter into BAT, including expenses data, lease car usage and a rail warrant system.	Completed (FY 2010-2011)
Step 3(a): Identify	Plan ATT measures to be introduced/ expanded/ promoted	Review data and identify priority travel to be addressed. Top 50 drivers are predominantly based at Furze Hill (EDDC main office) and the Civic Offices (CDC main office). MS Lync is being introduced, and a pilot project can begin when the upgrade is complete. Public Health team can be involved in a pilot project, as they carry out this journey frequently.	Completed
Step 3(b): Implement	Implement measures/ carry out a pilot project	Introduce a trial run of using MS Lync (detail in AP overleaf): • Issue before survey • Capture BAT data for one month prior to trail • Run one month of promotion, including one minute guides, benefits, and taster sessions (templates can be provided from other Authorities in the ATT support programme) • Capture BAT data for one month after the trial • Issue after survey	April/May/June 2012
Step 4 (a): Monitor	Repeat baseline assessment	Gather data from various sources and enter into BAT, including expenses data, lease car usage and a rail warrant system. Assess change achieved on authority wide level.	FY 2011-2012

Step 4 (b): Evaluate	Evaluate the results to understand ROI/ROO	Review data collected from pilot project and assess if travel has been reduced, and what the usage levels of MS Lync services have been. Make projections of the potential savings from wider scale usage of MS Lync.	July/August 2012

ATT Pilot Study Action Plan: East Dorset District Council and Christchurch Borough Council

Task	Detail	Timescale
Issue before survey	Issue the ATT online survey to all staff involved in the pilot project. The survey takes a snap shot of one week of commuting and business travel carried out, meetings attended, usage of ATT, and also assesses attitudes and perceptions to ATT. Ensure the survey requests data from a normal week (i.e. outside of school holidays, bank holidays, normal weather conditions).	
Capture BAT data for one month prior to trail	Sift out data from the sources used for your BAT that refers to only the staff involved in your pilot study. For example, expenses data for that department or team. If possible, present the data broken down by month, so that the month before the trail can be assessed.	
Run one month of promotion, including one minute guides, benefits, and taster sessions	Issue email bulletins to all staff in the pilot team to provide information and promote service provided through MS Lync, which includes instant messaging, voice calls and video conferencing, desktop sharing to simultaneously work on documents, and presence – the ability to see if someone is at their desk, available or not • Week One: What is MS Lync, and how can it benefit me • Week Two: One minute guides to MS Lync services • Week Three: Which meetings work best via telephone? How to make a telephone based meeting successful • Week Four: How can presence reduce my need to travel? • Week Five: Do I need to meet at all? Using IM. • Schedule taster sessions to introduce staff to the service for the first time.	
Capture BAT data for one month after the trial	Sift out data from the sources used for your BAT that refers to only the staff involved in your pilot study. For example, expenses data for that department or team. If possible, present the data broken down by month, so that the month after the trail can be assessed.	
Issue after survey	Issue the ATT online survey to all staff involved in the pilot project.	

Appendix B

Tranche Three Action Plans

Appendix B

Tranche Three Action Plans

Bristol City Council Action Plan

Lead Contact: **Anne Keen**
Position: **Sustainable Transport Officer**

Bristol City Council (BCC) has a longstanding ambition for Bristol to be regarded as a "Green Capital", and in 2008 it was the only UK city shortlisted for the EU Green Capital award. In the Revised Joint Local Transport Plan 3 BCC reaffirmed pledges to tackle congestion and reduce vehicle business across the city.

Bristol City Council, aiming to lead by example, has recently undertaken an 'Accommodation Review' and as a result has reduced office space and relocated staff to offices outside of the city centre. The changes to employees' work locations has required employees to adapt to new ways of working and a 'New Ways of Working' team has been established to oversee the changes made as a result of the Accommodation Review.

	Action	**Responsibility**	**Timescale**
Step 1 Diagnostic	Establish a steering group to take forward this work. Link this into the New Ways of Working team.	Transport Planning & New Ways of Working Team	Short-term
Step 2: Baseline	Develop a clear process for travel, cost and carbon data collection. Highlight the gaps in the current data using the Baseline Assessment Tool (BAT) to identify these.	News Ways of Working Team & HR & Finance	Medium-term
Step 3: Identify and Implement	Trial webinars with a pilot group who undertake a large amount of business travel (using the BAT to identify the group). Undertake webinar training with this group and measure the amount of business travel pre and post training. If successful roll out to other departments who undertake a lot of business travel.	News Ways of Working Team	Medium-term
Step 4: Monitoring	Complete the BAT for comparison.	News Ways of Working Team	September 2012

Environment Agency Action Plan

Lead Contact: **Carolyn Thraves**
Position: **Environmental Management Advisor**
Telephone: **0117 934 4528**
Email: **Carolyn.thraves@environment-agency.gov.uk**
Telephone Interview: Wednesday 14th March 2012.

The Environment Agency is an Executive Non-Departmental Public Body responsible to the Secretary of State for Environment, Food and Rural Affairs. The principle aims are to protect and improve the environment, and to promote sustainable development.

The Environment Agency plays a central role in delivering the environmental priorities of central government and the Welsh Government through various functions and roles.

The Environment Agency head office is located at Horizon House, Deanery Road, Bristol, BS1 5AH.

	Action	Task	Timescale
Step 1: Diagnostic	Continue to use travel hierarchy	The EA has designed a travel hierarchy which aims to promote alternatives to travel. This is particularly pertinent in relation to business travel at EA.	Long Term (ongoing)
Step 2: Baseline	Establish a business travel baseline.	Obtain usage data on fleet cars, mileage, taxis, train and plane.	Medium Term (3-6 months)
	Establish staff travel baseline.	Obtain full modal split for all staff.	Medium Term (3-6 months)
	Establish technology baseline	Obtain baseline data on videoconferencing and teleconferencing usage levels.	Medium Term (3-6 months)
	The above baselining actions can be undertaken using the ATT Baseline Assessment Tool (BAT) which can be provided to EA. This will use the data inputted to provide the current cost and carbon expenditure of the EA. This should be completed for the financial year April 2011 – March 2012.		
Step 3: Identify and Implement	Encourage use of staff travel survey tools such as Survey Monkey	Encourage staff to complete annual travel surveys via Survey Monkey in order to gain a baseline and also to identify measures and improvements.	Long Term (6 months+)
	Encouraging and enabling flexible and mobile working practices	Continue liaising with HR to support those interested in working from home or working compressed hours. In addition, provide support and training to managers on managing staff remotely.	Medium Term (3-6 months)
Step 4: Monitoring	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place.	Long Term (6 months+)

Great Western Hospital Action Plan

Lead Contact: **Rachel Rablen**
Position: **Head of Sustainability**
Telephone: **01793 604 190**
Email: **Rachel.Rablen@gwh.nhs.uk**
Telephone Interview: Wednesday 29th February 2012.

The Great Western Hospitals NHS Foundation Trust (GWH) is one of the Tranche 3 organisations in Swindon. A telephone interview was held in order to complete the Diagnostic Tool Checklist and develop the action plan below. This provides some suggested actions to develop a robust baseline and implement some pilot ATT measures.

The Great Western Hospitals NHS Foundation Trust provides acute hospital services (at the Great Western Hospital) and community health and maternity services across Wiltshire and parts of Bath and North East Somerset. These services include community hospitals, community nursing, therapists, children's and young people's services, along with hospital based maternity services.

	Action	**Task**	**Timescale**
Step 1: Diagnostic	Engage with Commuter Management Plan	GWH have recently developed a Commuter Management Plan (CMP). The emphasis of this is on parking restrictions. This Action Plan aims to support this policy.	Long Term (ongoing)
	Develop a travel hierarchy	Design a travel hierarchy to complement the CMP, which aims to promote alternatives to travel. This is particularly pertinent in relation to business travel at GWH.	Short Term (1-3 months)
Step 2: Baseline	Establish a business travel baseline.	Obtain usage data on fleet cars, mileage, taxis, train and plane.	Medium Term (3-6 months)
	Establish staff travel baseline.	Obtain full modal split for all staff.	Medium Term (3-6 months)
	Establish technology baseline	Obtain baseline data on videoconferencing and teleconferencing usage levels.	Medium Term (3-6 months)
	The above baselining actions can be undertaken using the ATT Baseline Assessment Tool (BAT) which can be provided to GWH. This will use the data inputted to provide the current cost and carbon expenditure of the Trust. This should be completed for the financial year April 2011 – March 2012.		
Step 3: Identify and Implement	Encouraging greater use of communication technology.	Work with I.T. to develop training in order for staff to use video and teleconferencing facilities. GWH already have suitable facilities in place and thus training can be carried out in-house at minimal cost. Trial training with a pilot	Short Term (1-3 months)

Step 3 cont'd		group/department. Conduct a before and after online survey in order to gauge utilisation of video and teleconferencing facilities. If an increase is demonstrated, roll out the training to other departments, particularly those with a high level of business travel (this can be determined from the BAT).	Medium Term (3-6 months) Long Term (6 months+)
	Frequent fleet car trip information.	Interrogate the frequent fleet car use, from the BAT, particularly by the new department which has recently merged. Engage with these individuals to understand whether these trips are essential. Investigate the possibility of some of these trips being replaced by alternatives to travel.	Medium Term (3-6 months)
	Encouraging and enabling flexible and mobile working practices	Continue liaising with HR to support those interested in working from home or working compressed hours. In addition, provide support and training to managers on managing staff remotely.	Medium Term (3-6 months)
Step 4: Monitoring	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place.	Long Term (6 months+)

Research Councils UK's Action Plan

Lead Contact: **Russell Wilson**
Position: **Head of Facilities**
Telephone: **01793 413 312**
Email: **Russell.Wilson@bbsrc.ac.uk**
Telephone Interview: Friday 2nd March 2012.

Research Councils UK (RCUK) is one of the Tranche 3 organisations in Swindon. A telephone interview was held in order to complete the Diagnostic Tool Checklist and develop the action plan below. This provides some suggested actions to develop a robust baseline and implement some pilot ATT measures.

Research Councils UK (RCUK) is the strategic partnership of the UK's seven Research Councils. Each year the Research Councils invest around £3 billion in research covering the full spectrum of academic disciplines from the medical and biological sciences to astronomy, physics, chemistry and engineering, social sciences, economics, environmental sciences and the arts and humanities.

Activity			When
Stage	**Action**	**Task**	
Step 1: Diagnostic	Greater co-ordination of separate Travel Plans	The site has seven different organisations operating from it and each has their own travel plan and policies. The site has a facilities manager and it is envisaged that this person should bring together as much of this data as possible. This could help with initiatives such as car sharing. The allocation of pool bikes is also operated by the facilities manager which works well.	Long Term (ongoing)
Step 2: Baseline	Establish a business travel baseline	Obtain usage data on fleet cars, mileage, taxis, train and plane.	Medium Term (3-6 months)
	Establish staff travel baseline	Obtain full modal split for all staff.	Medium Term (3-6 months)
	Establish technology baseline	Obtain baseline data on videoconferencing and teleconferencing usage levels.	Medium Term (3-6 months)
	The above baselining actions can be undertaken using the ATT Baseline Assessment Tool (BAT) which can be provided to RCUK. This will use the data inputted to provide the current cost and carbon expenditure of the site. This should be completed for the financial year April 2011 – March 2012.		
Step 3: Identify and Implement	Encouraging greater use of communication technology specifically webinars.	Work with I.T. to develop training in order for staff to use webconferencing / webinar facilities as there is high potential that this could be used to reduce journeys. Trial training with a pilot group/department. Conduct a before and after online survey in order to gauge utilisation of	Short Term (1-3 months) Medium Term (3-6 months)

Step 3 cont'd		webconferencing facilities. If an increase is demonstrated, roll out the training to other departments, particularly those with a high level of business travel (this can be determined from the BAT).	Long Term (6 months+)
	Frequent fleet car trip information.	Interrogate the frequent fleet car use from the BAT. Engage with these individuals to understand whether these trips are essential. Investigate the possibility of some of these trips being replaced by alternatives to travel.	Medium Term (3-6 months)
	Encouraging and enabling flexible and mobile working practices	Continue liaising with HR to support those interested in working from home or working compressed hours. In addition, provide support and training to managers on managing staff remotely.	Medium Term (3-6 months)
Step 4: Monitoring	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place. Continue to conduct the Travel Choices surveys; previously carried out in June 2009 and June 2011.	Long Term (6 months+)

Swale Borough Council and Ashford Borough Councils' Action Plan

Lead Contact: **Janet Hill**
Position: **Climate Change Officer**
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Email: **janet.hill@ashford.gov.uk**
Telephone Interview: Wednesday 28th March 2012.

Ashford Borough Council is a local authority which provides services to residents in Ashford, Tenterden and a large network of surrounding villages. The largest borough in Kent, Ashford has a fast-growing population which has more than trebled in the last 40 years to around 112,000 residents. Designated by the Government as a growth area, a £2.5 billion investment programme is underway to provide 31,000 new homes and 28,000 jobs by 2031.

Swale Borough Council is based in Sittingbourne. The Council's overarching vision for Swale is to transform Swale's economic, social and environmental prospects, so that it is one of the best places in Britain in which to live, work, learn and invest.

The Climate Change officer works across both Councils in order to maximise efficiency of revenue.

Activity			When
Stage	Action	Task	
Step 1: Diagnostic	Assist with the development of the proposed Travel Plan	Ashford and Swale Borough Councils have expressed an interest in developing a staff Travel Plan. Include ATT in the Travel Plan	Medium Term (ongoing)
Step 2: Baseline	Establish a business travel baseline.	Obtain usage data on fleet cars, mileage, taxis, train and plane.	Medium Term (3-6 months)
	Establish staff travel baseline.	Obtain full modal split for all staff.	Medium Term (3-6 months)
	Establish technology baseline	Obtain baseline data on videoconferencing and teleconferencing usage levels.	Medium Term (3-6 months)
	The above baselining actions can be undertaken using JMP's Baseline Assessment Tool (BAT) which can be provided to Ashford and Swale. This will use the data inputted to provide the current cost and carbon expenditure of the Councils. This should be completed for the financial year April 2011 – March 2012.		
Step 3: Identify and Implement	Encouraging greater use of communication technology.	Work with I.T. to develop training in order for staff to use teleconferencing facilities. Ashford and Swale Councils already have suitable facilities in place and thus training	Short Term (1-3 months) Medium Term (3-6 months) Long Term (6 months+)

Step 3 cont'd		can be carried out in-house at minimal cost. Trial training with a pilot group/department. Conduct a before and after online survey in order to gauge utilisation of video and teleconferencing facilities. If an increase is demonstrated, roll out the training to other departments, particularly those with a high level of business travel (this can be determined from the BAT).	
	Encouraging and enabling flexible and mobile working practices	Continue liaising with HR to support those interested in working from home or working compressed hours. In addition, provide support and training to managers on managing staff remotely.	Medium Term (3-6 months)
Step 4: Monitoring	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place.	Long Term (6 months+)

North Dorset District Council Action Plan

Lead Contact: **Paul McIntosh**
Position: **Sustainability Officer**
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Telephone Interview: Wednesday 28th March 2012.

North Dorset District Council is a local authority which is located in Blandford Forum. At 235 square miles, North Dorset is the second largest of the Dorset districts, covering almost a quarter of the county's area.

North Dorset describes the way that services are provided as a "mixed economy" which means that some are provided directly and an increasing proportion through shared or partnership arrangements.

North Dorset District Council employs 139 staff to deliver and manage the services provided. 46 are male and 93 are female, with the average age being 46.

Activity			When
Stage	Action	Task	
Step 1: Diagnostic	Update Travel Plan to include ATT	North Dorset District Council undertook a staff Travel Plan in February 2011. Include ATT into the Travel Plan	Short Term (1-3 months)
Step 2: Baseline	Establish a business travel baseline.	Obtain usage data on fleet cars, mileage, taxis, train and plane.	Medium Term (3-6 months)
	Establish staff travel baseline.	Obtain full modal split for all staff.	Medium Term (3-6 months)
	Establish technology baseline	Obtain baseline data on videoconferencing and teleconferencing usage levels.	Medium Term (3-6 months)
	The above baselining actions can be undertaken using JMP's Baseline Assessment Tool (BAT) which can be provided to North Dorset District Council. This will use the data inputted to provide the current cost and carbon expenditure of the Council. This should be completed for the financial year April 2011 – March 2012.		
Step 3: Identify and Implement	Encouraging greater use of communication technology.	Investigate internet bandwidth upgrade to support increased use of webinars. Work with I.T. to develop training in order for staff to use video and teleconferencing facilities. North Dorset District Council already has facilities in place and thus training can be carried out in-house at minimal	Short Term (1-3 months) Medium Term (3-6 months) Long Term (6 months+)

Step 3 cont'd		cost. Trial training with a pilot group/department. Conduct a before and after online survey in order to gauge utilisation of video and teleconferencing facilities. If an increase is demonstrated, roll out the training to other departments, particularly those with a high level of business travel (this can be determined from the BAT).	
	Encouraging and enabling flexible and mobile working practices	Continue liaising with HR to support those interested in working from home or working compressed hours. In addition, provide support and training to managers on managing staff remotely.	Medium Term (3-6 months)
Step 4: Monitoring	Ongoing Monitoring	Use the assessment tool to monitor against the baseline. Evaluate alternatives to travel data and measures in place.	Long Term (6 months+)