

What Works?

Learning from the Local Sustainable Transport Fund 2011-2015



Report to the Department for Transport

transport for quality of life

Citation

The preferred citation for this report is:

Hiblin B, Taylor I and Sloman L (2016) *What Works? Learning from the Local Sustainable Transport Fund 2011-2015* Report to the Department for Transport

Disclaimer

Although this report is published by the Department for Transport (DfT), the findings and recommendations are those of the authors and do not necessarily represent the views of the DfT. While these parties have made every effort to ensure the information in this document is accurate, DfT do not guarantee the accuracy, completeness or usefulness of that information; and cannot accept liability for any loss or damages of any kind resulting from reliance on the information or guidance this document contains.

Acknowledgements

We are grateful for the assistance of all Local Sustainable Transport Fund projects, and in particular of the following individuals:

Mark Abram	Brian Edwards	Bryn Lewis	Jobeda Shahed
Tajbee Ahmed	Thomas Evans	Stephen Lloyd-Jones	Gary Smerdon-White
Sue Ambrosi	Louise Fannon	Amy Martin	Chris Smith
Stacey Amey	Steven Finch	Robert Murphy	Margaret Smith
Adrian Barritt	Tony Gordon	Victoria Musgrave	James Syson
Sarah Bayliss	Rebecca Hawthorne	Chris Orr	Melanie Taylor
Peter Cameron	Emma Hext	Robin Pointon	Angela Trevithick
Chris Carter	Mark Holroyd	Gemma Proctor	Lewis Ward
Hannah Chivers	Abby Hone	Liz Prudhoe	Andrew Whitehead
Hayley Cook	Claire Hoskins	Robin Reed	Andy Winmill
Richard Cornell	Tom Jones	Alan Reynolds	Steve Woods
Sue Dobson	Faheem Kazi	Jen Robson	
Victoria Doyle	Sara Kearney	Cheryl Sandford	
Spencer Drinkwater	Graham Lennard	Rachel Scott	

Cover photographs (clockwise from top left): East Riding of Yorkshire Council, Transport for Greater Manchester, Tyne & Wear Integrated Transport Authority, Nottingham City Council.

This report was delivered through the T-TEAR Framework by the ARUP supplier group.

Final report supplied to Department for Transport July 2016.

Author

Transport for Quality of Life Ltd.

01654 781358 | info@transportforqualityoflife.com | www.transportforqualityoflife.com

Contents

1	Introduction	5
2	Overview of the Local Sustainable Transport Fund	8
3	Increasing bus use.....	15
4	Increasing cycling	23
5	Encouraging sustainable travel to work.....	31
6	Increasing train travel and sustainable travel to stations.....	39
7	Helping job-seekers into work	48
8	Marketing sustainable travel	56
9	Strategy and leadership	65
	Endnotes.....	71

Companion appendices (see separate document)

Appendix 1: Activity Spotlights

Appendix 2: Learning Spotlights

Appendix 3: How LSTF addressed barriers to behaviour change

Appendix 4: List of LSTF projects

List of boxes

Local Sustainable Transport Fund objectives	8
Case Study: Improving buses and increasing bus use.....	21
Making A Difference: Community Smarter Travel Hubs in Nottingham.....	26
Case Study: A cycling toolkit for Goole	29
A step-by-step approach to workplace travel planning	34
Case Study: Workplace personalised travel planning.....	37
Case Study: Increasing rail travel at Hykeham Station	46
Making A Difference: Knowsley Connexions in Merseyside.....	51
Case Study: Workwise – supporting job-seekers.....	54
Making A Difference: Personalised travel planning in York.....	60
Case Study: Raising travel awareness across a region	63

List of tables and figures

Figure 1.1: ‘What Works?’ in relation to the LSTF monitoring and evaluation framework	6
Figure 2.1: Approximate split of local authority LSTF spending by mode.....	9
Figure 2.2: Revenue and capital split of local authority LSTF spending.....	10
Figure 2.3: Types of project activity.....	11
Table 2.1: How LSTF projects sought to support local economies	13
Project Design Menu A: Increasing bus use.....	16
Project Design Menu B: Increasing cycling	24
Project Design Menu C: Sustainable travel to work	32
Project Design Menu D: Increasing train travel and sustainable travel to stations.....	41
Project Design Menu E: Helping job-seekers into work.....	49
Project Design Menu F: Marketing sustainable travel.....	58
Figure 9.1: Programme phasing to allow for a project development period	69

List of abbreviations

ACC	Automatic Cycle Counters
BDRS	Barnsley, Doncaster, Rotherham and Sheffield Combined Authority
CBT	Compulsory Basic Training
CSR	Corporate Social Responsibility
DfT	Department for Transport
HGV	Heavy Goods Vehicle
LSTF	Local Sustainable Transport Fund
NEET	Not in Employment, Education or Training
OCN	Open College Network
OJEU	Official Journal of the European Union
PTP	Personalised Travel Planning
RTPI	Real-Time Passenger Information
SME	Small and Medium-Sized Enterprises
TfGM	Transport for Greater Manchester
TOC	Train Operating Company
WEST	West of England consortium (delivering the <i>West of England Sustainable Travel</i> project)

1 Introduction



Credits (clockwise from top left): Kingston upon Hull City Council, Oxfordshire County Council, Bristol City Council, Luton Borough Council, Nottingham City Council

In 2011, the Department for Transport (DfT) launched a competitive grants programme called the Local Sustainable Transport Fund (LSTF). The Fund was open to all local transport authorities in England outside London, and offered capital and revenue funding for investment in sustainable transport projects. Twelve of the projects were 'Large Projects', receiving grants of more than £5 million; the remaining 84 projects were 'Small Projects'.

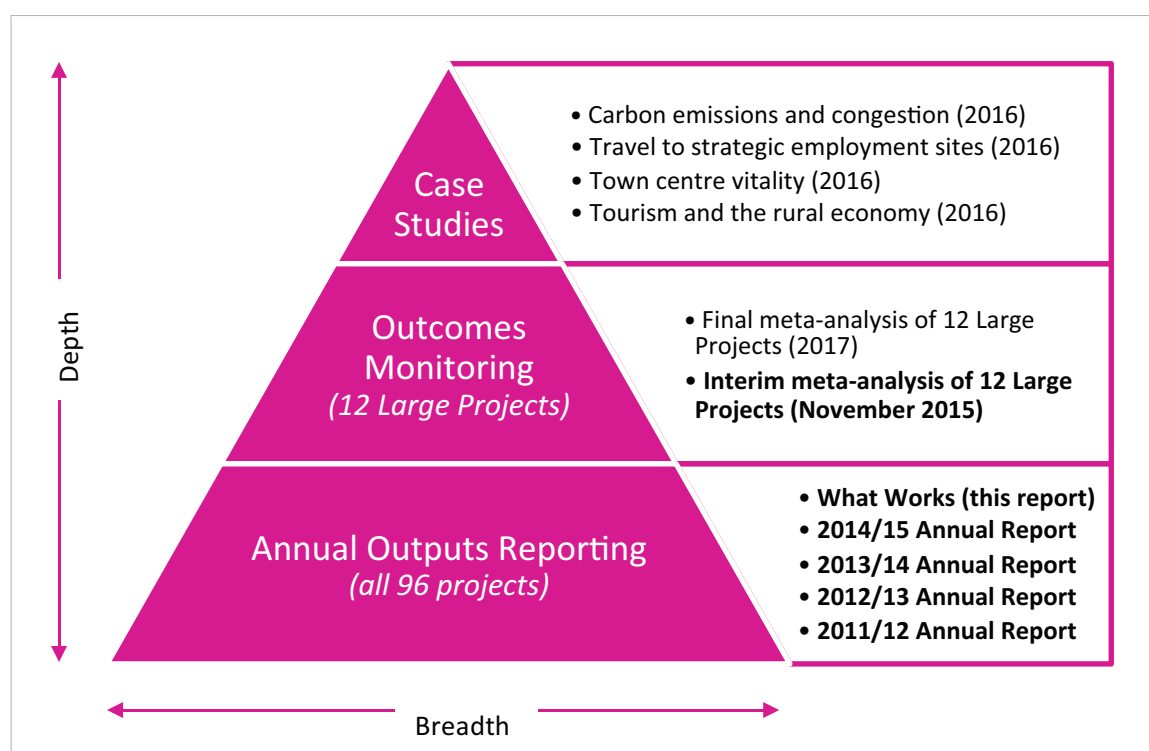
Purpose of this report

This *What Works?* report draws out **lessons from the Fund for delivery of sustainable transport activities**. It provides:

- An overview of activities undertaken by LSTF projects, highlighting the most major themes
- Insights from local authority practitioners on what was successful; what challenges were encountered; how these were overcome; and lessons for delivery of similar projects in the future, at both project and programme levels.

What Works? is intended as a resource for local authority officers and councillors, Local Enterprise Partnerships and other national and local organisations with responsibility for commissioning or delivering sustainable transport projects. *What Works?* complements other monitoring and evaluation reports for the Fund (Figure 1.1).

FIGURE 1.1: 'WHAT WORKS?' IN RELATION TO THE LSTF MONITORING AND EVALUATION FRAMEWORK



Note: Reports shown in bold text are already published; reports not in bold will be published in 2016 or 2017.

Report structure

The report is structured as follows:

Chapter 2 provides an overview of the Local Sustainable Transport Fund, including a summary of some important outputs of the programme and an analysis of how the Fund was spent. It also includes an outline of the different ways in which the Fund supported local economic activity.

Chapters 3-8 look in detail at six thematic areas. Chapters 3 and 4 are mode-specific, examining how the Fund encouraged increased bus use and cycling. Chapters 5-7 look at how the Fund engaged with important target audiences or journey purposes: employees and businesses for the journey to

work; rail passengers for travel by train and to stations; and job-seekers for travel while searching for work and in the early days of a new job. Chapter 8 looks at how LSTF projects promoted sustainable transport options. Each chapter includes a summary of the main types of activity; one or more case studies; and lessons for delivery based on the experience of selected LSTF projects.

Chapter 9 provides insights from project managers, considering at a strategic level, how to design and deliver sustainable transport projects.

The main report concentrates on the lessons learnt from LSTF. The **Appendices** (separate document) provide more detail on LSTF activities and review lessons learnt in greater length.

Methodology

The overview of activities is based on information provided by all LSTF projects in Annual Outputs Reports, compiled each year between 2012 and 2015 in response to online Annual Outputs Surveys. These surveys collected cumulative data on certain key outputs (e.g. kilometres of new cycle route; number of new bus services); actual expenditure during the previous financial year; and main activities undertaken during the previous financial year.

The insights from practitioners are based on a series of structured discussions, each involving between six and eight local authority practitioners from selected LSTF projects where the topic under discussion had been a focus. Additional material on lessons learnt and challenges overcome is drawn from material submitted by other projects to the Annual Outputs Surveys.

Throughout the report, there are case study examples of LSTF projects, or activities within projects. These are based on Annual Outputs Surveys, other reports produced by local authorities, input from the structured discussions, and email and phone contact with project managers.

Limitations

The activities supported by the Fund were highly varied. This report concentrates on the main strands. The *Interim Meta-analysis of 12 Large Projects* and the LSTF Annual Reports provide additional material on other activities, such as sustainable travel to school; initiatives to improve health and reduce obesity; vehicle and driver efficiency; personalised travel planning in residential areas; and initiatives to reduce the need to travel through teleworking.

The lessons for delivery identified by the structured discussion groups drew on the experience of a number of practitioners and LSTF projects. However, other LSTF projects may have succeeded with different approaches that suited their local circumstances¹.

2 Overview of the Local Sustainable Transport Fund

Purpose and scope

The Local Sustainable Transport Fund was designed to support projects that met two core policy objectives and four secondary objectives, listed in the box belowⁱⁱ.

LOCAL SUSTAINABLE TRANSPORT FUND OBJECTIVES

Core objectives:

- To support the local economy and facilitate economic development, for example by reducing congestion, improving the reliability and predictability of journey times, or enhancing access to employment and other essential services;
- To reduce carbon emissions, for example by bringing about an increase in the volume and proportion of journeys made by low carbon sustainable modes, including walking and cycling.

Secondary objectives:

- To help to deliver wider social and economic benefits (e.g. accessibility and inclusion) for the community;
- To improve safety;
- To bring about improvements in air quality and increased compliance with air quality standards, and wider environmental benefits such as noise reduction;
- To actively promote increased levels of physical activity and the health benefits this can be expected to deliver.

The programme was a departure from previous sustainable transport programmes in setting a core objective of 'supporting the local economy', alongside the more familiar objective of 'reducing carbon emissions'. Section 2.6 highlights some of the ways LSTF projects addressed this new objective and helped boost their local economies.

Timing and location

The main phase of the LSTF programme, covered by this report, ran from July 2011 to March 2015. Some LSTF projects ('Tranche 1' and 'Key Components' of Large Projects) received funding for the whole of this period; others ('Tranche 2' and Large Projects) received funding between July 2012 and March 2015. There was also a further one year of funding from March 2015 to March 2016, not covered by this report, which some LSTF projects used to add to their previous work.

The Fund supported investment in 96 local sustainable transport projects, coordinated by 77 local authorities across England (not including London). Projects varied in the size of area they covered, from a single corridor within one town, to a whole conurbation or National Park. It was common for some interventions to be focused on travel to specific destinations, such as employment sites, educational establishments and visitor attractions. Other interventions were area-wide.

All 96 projects and their lead local authority are listed in [APPENDIX 4](#) of the companion report.

Inputs: expenditure

The scale of investment in sustainable transport by the Fund was:

- **£600 million** DfT grant over four years (2011/12 to 2014/15), of which **£540 million** was disbursed via local authorities and £60 million was used to fund national programmes including Bikeability cycle training.
- £1 billion (approx.) overall expenditure including local match funding.

Figure 2.1 shows an approximate split of DfT LSTF spending via local authorities by mode of transport. This allocation should be considered indicativeⁱⁱⁱ.

Projects had freedom to choose any mix of capital and revenue expenditure. Figure 2.2 shows most projects chose somewhat more revenue than capital (mean 54% revenue funding). This partly reflected greater availability of capital funding at local level to match DfT funding. If local match funding were included, the pattern in Figure 2.2 would shift towards somewhat less revenue expenditure, with the mean showing a slight preponderance of capital expenditure.

A few projects weighted their grant heavily towards capital or revenue, with two projects using a wholly revenue grant and two using grants that were almost entirely capital. The following chapters of this report show that projects used capital and revenue funding to complement each other. For example, revenue funding to increase bus frequencies was backed with capital funding to alter highways so buses could bypass congestion, and capital funding for new cycle routes to worksites was backed with revenue funding to encourage employees to use them.

FIGURE 2.1: APPROXIMATE SPLIT OF LOCAL AUTHORITY LSTF SPENDING BY MODE (DFT GRANT ONLY)

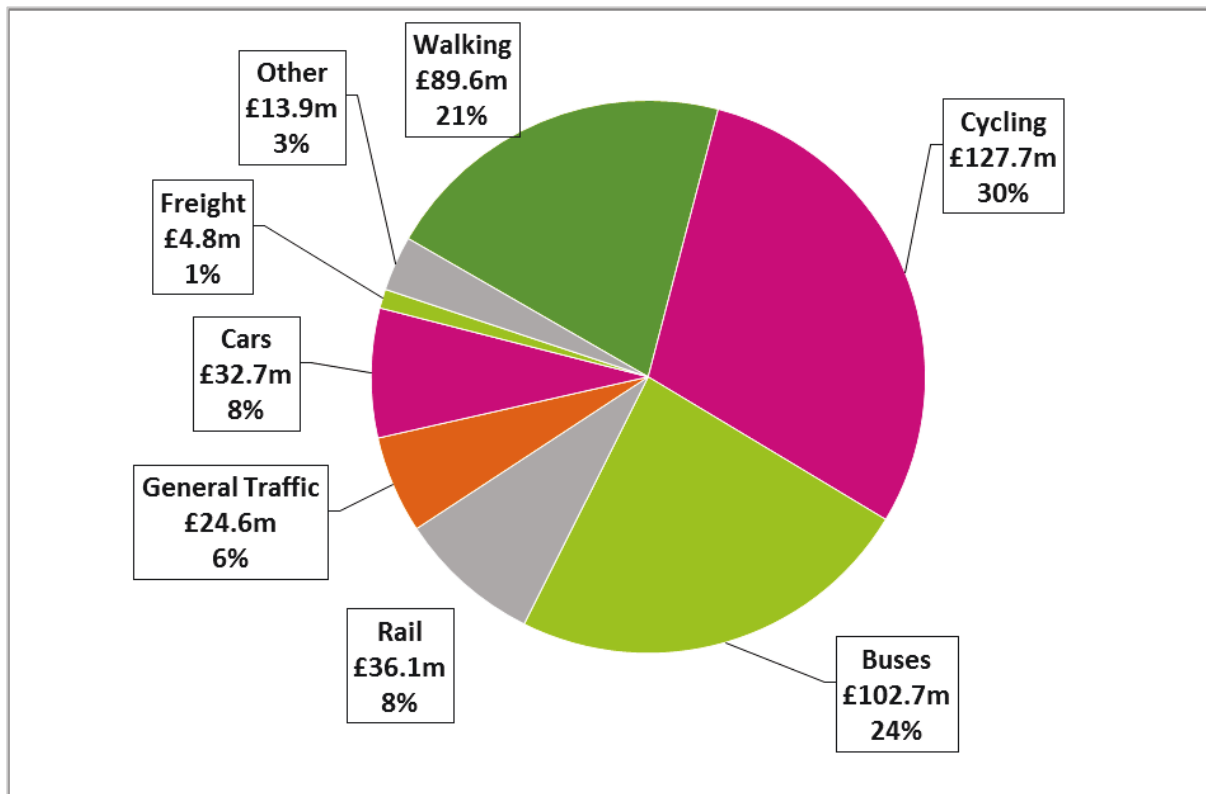
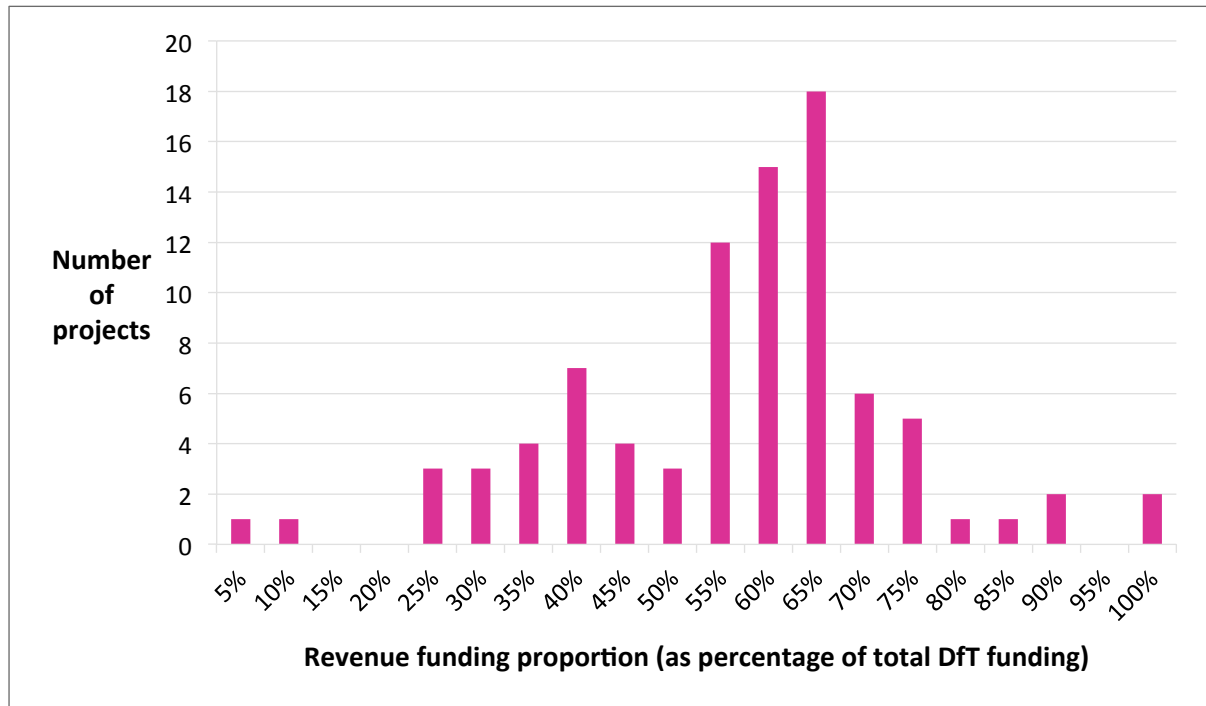


FIGURE 2.2: REVENUE AND CAPITAL SPLIT OF LOCAL AUTHORITY LSTF SPENDING (DFT GRANT ONLY)



Outputs

Target audiences and types of activity

Some interventions had the potential to affect all local residents whereas others were targeted at specific sub-groups. The most common target was commuters. Other targets were people travelling to rail stations; job-seekers; tourists; and young people travelling to school or college. Most interventions were designed to influence personal travel, but a small proportion of projects included activities to influence business travel or freight transport.

The span of the activities supported by the Fund was wide. It included:

Supporting modal shift from car to more sustainable modes

This was the focus of most activities. These made travel by bicycle, public transport and walking easier, more appealing, quicker, cheaper, or more reliable. Improvements in the transport system were combined with better information to make people aware of all their travel options, and promotions and events to encourage people to try new modes of travel.

Broadening travel horizons

Some activities were intended to enable people to travel more. Support for job-seekers helped get people into work by raising their awareness of alternative travel options and by making public transport cheaper. Independent travel training schemes worked intensively with people with learning disabilities to enable them to use public transport on their own, thus increasing their opportunities to access college, apprenticeships, or work.

Using vehicles more efficiently

Some activities sought to encourage more efficient vehicle use. These included car clubs, which increase vehicle utilisation; car sharing, which increases vehicle occupancy; and eco-driver training

and vehicle assessments, which reduce fuel consumption.

Other interventions

Other interventions included town centre public realm enhancements; activities to reduce road casualties; and activities to reduce the need to travel by supporting teleworking.

Figure 2.3 shows the array of activities, based on analysis of Annual Outputs Reports.

FIGURE 2.3: TYPES OF PROJECT ACTIVITY



Relationship between types of LSTF activity and barriers to behaviour change

Activities were combined in packages to address all the obstacles to adoption of sustainable travel that the target audience might face.

Habitual behaviour and social norms were mainly tackled through marketing activities. **Perceptions** that sustainable options were absent or difficult were tackled through marketing, information provision, and services that assisted people with public transport or active travel. **Real inadequacies** in the transport system were tackled through new transport services, civil engineering schemes, and

information provision.

It was an important strength of the Fund that it offered both revenue and capital funding, enabling projects to undertake the different types of activity needed to address multiple obstacles to change.

The relationships between obstacles to sustainable travel, project activities, revenue and capital funding are described in greater detail in [APPENDIX 3](#).

Scale of activity

Each project reported on 37 headline indicators, which sum up its achievements in 15 areas of activity that were widespread across the Fund. The aggregated totals of these indicators give an indicative overview of the breadth and scale of what was delivered over the whole lifetime of the Fund^{iv}.

- **33,600 new or improved cycle parking spaces** were installed, improving security for cyclists and making them welcome at more destinations.
- **780km of new routes** and **340 new crossings** are now helping cyclists and pedestrians get to more places, more easily. Of these new routes, 110km are on-road cycle lanes, 80km are off-road cycle paths, 540km are off-road shared cycle/pedestrian routes and 40km are pedestrian routes. A further 940km of existing routes were made better with new signs and/or resurfacing^v.
- **88,600 people took part in led walks and cycle rides**, building their confidence and knowledge of local routes. In addition, 62,000 adults learnt how to service their own bike or had it serviced by a trained mechanic, 27,900 adults had cycle training and 7,800 were loaned a bike, giving these people the skills and equipment they need to be able to cycle regularly^{vi}.
- **69,400 children had pedestrian training**, enabling them to walk safely to local destinations. 26,100 had scooter training, a first step on the road to cycling.
- **230 rail stations were upgraded** to improve passengers' access to the station and make their journeys better and easier. Enhancements at these stations included better routes and facilities for those arriving by foot, cycle and public transport, upgraded waiting areas and information. At 30 of these stations, train services were improved. Two stations were completely new.
- **200 bus services were started or improved** to run more frequently, further or for longer hours, giving more people the option of travelling by bus. In addition, 360 bus routes had improvements such as newer buses, on-board WiFi and information screens, making it more convenient and pleasant for people to travel by bus. 340 congestion hotspots received new technology or highway alterations to give buses priority over other vehicles, making bus journeys quicker and more reliable.^{vii}
- **3,800 bus stops received major improvements**, such as real-time information displays showing when the next bus is due, new shelters to keep bus users dry or raised kerbs to make boarding easier. 7,800 bus stops received smaller improvements.
- **6,600 workplaces** and **3,600 schools** received new services, facilities, or activities in order to encourage walking, cycling, car sharing or travel by public transport for the commute or the school run.
- **73,900 job-seekers were given travel advice and support** so they can get to job interviews and new work opportunities by sustainable transport, keeping their costs down in the process.
- **About 409,400 people were given personalised travel planning support** (or a free ticket to trial public transport) to show them the sustainable transport options available for their day-to-day journeys. Of these people 206,100 were contacted at home and 203,300 in their workplace^{viii}.

Impacts: how the Fund supported local economies

An appraisal of the 12 Large Project bids suggested nearly half their benefit would come from business time savings and wider economic benefits, worth in total around £1 billion. A very rough estimate of the value of these economic benefits across the Fund could be in the order of £3 billion^{ix}.

Evidence from Annual Outputs Surveys suggests that projects sought to support their local economies through many different types of activity. These are summarised in Table 2.1.

TABLE 2.1: HOW LSTF PROJECTS SOUGHT TO SUPPORT LOCAL ECONOMIES

Enhanced town centre vitality	Some projects concentrated on sustainable transport improvements that made their town centres more attractive to shoppers. Portsmouth improved sustainable transport links between the city's three retail centres. Telford turned part of a dual carriageway 'Box Road' around the town centre into shared space for pedestrians, cyclists and buses. Redhill, Cheltenham and Gloucester also made transport changes that improved the public realm in their town centres.
Stronger rural economies	Some projects delivered sustainable transport schemes that made it easier for rural residents to reach local or regional economic centres. For example, in the Yorkshire Dales a new £1 flat fare gave young people affordable access to jobs, shopping and entertainment in Northallerton, Ripon and Skipton.
Larger workforce catchments for businesses	Most projects made it easier for commuters to reach major employment sites. Businesses at those sites were able to recruit from a larger pool of employees, and also benefitted from a more active, healthy workforce. For example, Crewe's new One1ink bus service connected residents in the north-west of the town to growing business parks in the south-east of the town (see CASE STUDY on 21).
Job-seekers helped into employment	A quarter of LSTF projects helped unemployed people get to interviews, training and new jobs by making it easier and more affordable for them to travel by sustainable modes. For example, Centro's Workwise programme helped 14,920 job-seekers in the West Midlands, mainly with travel advice and free travel passes (see CASE STUDY on 54).
Less congested roads	Many projects introduced measures to make traffic flow more freely. These included traffic signal management to optimise vehicle flow, parking enforcement, and variable message signs to alert drivers to congestion ahead and parking availability. Projects such as Derby and East Riding of Yorkshire invested in cycle paths and bus services so that growth of employment sites would not be stifled by increased congestion.
Transport efficiency savings for businesses	Some projects helped businesses reduce the operating costs of fleet vehicles through more efficient practices and new technology. Initiatives included accreditation for good vehicle maintenance, freight consolidation depots, eco-driver training and electric car and bike pool schemes for business travel. For example, Thurrock facilitated a 114-member Freight Quality Partnership, certified 3,000 vehicles through its fleet efficiency scheme and trained 117 drivers in safe and fuel-efficient driving techniques.

<p>Stronger tourism economies</p>	<p>Projects in visitor areas made tourism businesses (often SMEs) easier to reach by sustainable modes or helped them develop their sustainable travel leisure offer. This made them more appealing to visitors, while also making cycling and bus travel part of the visitor experience. For example, on the Isle of Wight the ‘Bicycle Island’ scheme gave grants to tourism businesses for cycle parking and helped accommodation providers achieve ‘Cyclists Welcome’ accreditation.</p>
<p>Increased patronage for bus and train operators</p>	<p>Projects worked with train operating companies and bus companies to provide new and improved public transport services. Short-term support for new and more frequent bus services attracted more passengers, so that after a few years they became commercially viable and required no further subsidy. Wiltshire worked with train operating company First Great Western to quadruple services and improve stations on the TransWilts rail line, increasing patronage from 10,000 per year before LSTF to 183,400 in 2014.</p>
<p>New sustainable transport enterprises</p>	<p>Some projects helped establish new enterprises to deliver sustainable transport services. Some were set up as social enterprises and others on a commercial basis. They included bike hubs providing cycle maintenance and secure parking, car clubs, Park & Sail services and Wheels to Work. East Sussex ‘Wheels 2 Work’ community interest company generated income from its motorcycle and scooter dealership and workshop that supported its Wheels to Work scheme.</p>
<p>Transport sector training, work experience and employment</p>	<p>Two projects ran initiatives that offered training, work experience and support to job-seekers, to equip them to work in local transport industries. In Merseyside bespoke training courses developed with employers prepared participants for employment in the bus, rail and maritime industries. By March 2015, ‘Merseylearn’ had helped 247 people into transport employment^x.</p> <p>LSTF activities themselves also provided work experience and training opportunities. Sometimes this was of particular benefit to marginalised groups, such as people with learning difficulties, offenders, NEETs and people in long-term unemployment. Some participants went on to gain permanent employment. Derby’s bike recycling scheme worked with a prison so that nine inmates achieved City & Guilds qualifications in cycle mechanics.</p> <p>It is estimated that LSTF projects employed between 4,700 and 6,150 people per year in direct jobs and roles in the supply chain^{xi}.</p>

3 Increasing bus use



Credits (clockwise from top left): Bournemouth Borough Council, Cumbria County Council, Brighton & Hove City Council, Bournemouth Borough Council, West Yorkshire County Council

Over half of LSTF projects created new bus services, or upgraded existing bus services to run more often, operate longer hours, or serve more places.

90% of projects included some actions to improve bus travel, with 3,800 bus stops receiving major improvements such as real-time information displays, new shelters or higher kerbs for step-free bus access.

How projects increased bus use

Activity to increase bus use was often focused on improving access to employment sites that were hard to reach without a car. However, some projects in tourism areas developed bus services that were designed to attract visitors, and others established Park and Ride schemes to reduce town centre congestion.

The **PROJECT DESIGN MENU** below summarises the types of activity that took place.

Many projects used revenue funding to provide new bus services, or to increase the frequency of existing services. Others achieved network-wide improvements such as real-time passenger information (RTPI) and smart card ticketing. LSTF also funded infrastructure schemes to reduce delays to buses at congestion pinch-points.

For more information on how projects increased bus use, see the **ACTIVITY SPOTLIGHT** on increasing bus use in **APPENDIX 1A** of the companion report.

PROJECT DESIGN MENU A: INCREASING BUS USE

<p>Increasing bus services</p> <ul style="list-style-type: none"> • Brand new services (e.g. to out-of-town workplaces) • More frequent services • Extension of services through longer hours and throughout weekends • Extension of routes to extra destinations • Demand-responsive services for low-demand times and places • Park and Ride services 	<p>Establishing integrated ticketing</p> <ul style="list-style-type: none"> • Easy to use tickets that provide good value for journeys using services of more than one bus operator (and for other public transport modes where available), preferably as smartcards
<p>Improving bus infrastructure and vehicles</p> <ul style="list-style-type: none"> • Bus priority infrastructure such as bus lanes, bus gates, priority traffic lights, and road changes to ease bus access to bus stops • Build-ups and build-outs at bus stops to enable step-free access • Shelters at bus stops • Display cases at bus stops for timetables, bus maps, and other information • RTPI at bus stops and elsewhere • Park and Ride facilities • New buses (some provided by operators in response to revenue funding from LSTF) • Improvements to existing buses (e.g. free WiFi, on-board information displays or audio announcements) 	<p>Improving bus information and marketing</p> <ul style="list-style-type: none"> • RTPI displays at bus stops and elsewhere • Network branding and route-specific branding • Promotion of routes as tourist attractions (at premium prices) • Websites / apps with real-time information and other services • QR codes at bus stops providing access to journey planning information • Bus season ticket discounts • Free 'taster' tickets to overcome misconceptions of buses • Promotional events and promotional literature distribution • Residential and workplace personalised travel planning

What was learnt about increasing bus use

Ten lessons on the delivery of projects to increase bus use are summarised below, based on discussion with officers from five LSTF projects for whom this was a significant focus^{xii}.

For more detail on these lessons see the bus-focused **LEARNING SPOTLIGHT** in **APPENDIX 2A** of the companion report.

Targeting

1: Identify your area's strategic public transport needs (and opportunities) – draw on employer perspectives and plans for economic development to assess the holes in the network.

Stoke conferred with employers to assess where the bus network was not delivering the service that was needed. They focused on important employment areas but also implemented network-wide improvements. **BDRS** and **WEST** focused their effort on important bus corridors.

For visitor bus services, such as those supported by **Rutland** and the **New Forest**, the paramount criterion was that the routes should serve the major attractions.

Lead times and timeliness

2: Plan extended lead times for network-wide improvements – RTPI and smart ticketing are very worthwhile but involve multiple operators, technology issues and big procurement processes.

Many projects found procurement processes took longer than anticipated and would plan in more time for that phase of their projects if starting again.

Schemes to establish multi-operator smartcard ticketing and install RTPI were particularly prone to extended processes and delays. Both threw up technical and procurement issues complicated by involvement of several operators. In addition multi-operator smart ticketing required operators to agree a shared fare structure that may potentially trim the market share of their own single tickets.

3: Timely provision of a bus service to a new development can affect travel behaviour and become commercially viable.

BDRS emphasised the importance of getting in at the outset with new employment sites. Their provision of bus services from the moment that online clothing retailer ASOS began operations at an out-of-town site had achieved sufficient patronage to make the bus service commercially viable. However, at Shortwood, another similarly inaccessible but more established site, a new bus service provided by BDRS did not take off, apparently because car commuting habits had become established. The funding was therefore switched and successfully helped to build patronage on a busier commuter route, now commercial.

Delivering and marketing an attractive bus offer

4: Building up bus use needs a 'package' approach – to cover the service, the infrastructure, information and promotion. A mixture of revenue and capital spending is required.

In addition to increasing the levels of bus services, **BDRS** invested in bus priority infrastructure to improve punctuality, carried out promotions including free tickets to entice people to try the buses, and funded training courses for bus drivers that emphasised customer service. Previously, customer surveys had shown that driver behaviour was putting customers off; complaints to the largest bus operator fell 30% after 2,100 bus company staff had been trained.

Constructing a package required both revenue and capital funding. The five projects that participated in the structured discussion about buses had deployed a roughly even split of capital and revenue funding, ranging to approximately 60:40 in either direction.

5: Marketing is a crucial part of the package. Market the benefits of bus travel.

Marketing was generally led by local authorities, with operators taking on some roles. **WEST** did the overarching network marketing, whereas operators undertook route-specific marketing.

Many projects used marketing to overcome negative perceptions of what buses are like and who uses them. Projects emphasised the importance of publicising the benefits of bus travel, such as being able to relax, avoid parking, and use free WiFi.

Getting people to try the bus was a key element. **BDRS** ran a large ‘Busboost’ campaign that provided 9,620 car users with 28-day free tickets for buses (and other public transport), mainly through their workplaces. When surveyed immediately after the trial, over 70% of participants said they would continue to use public transport.

6: ‘Kick-starting’ or ‘kick-boosting’ bus services can work – but may take time to establish and may require changes and compromises.

WEST felt its support for more frequent services had enabled a long-term improvement: for example, a commuter semi-express service to Portishead showed a rapid patronage rise following service improvement.

Although customer responses to service changes were generally quick to start to rise, most projects found it took several years to build patronage to commercially viable levels. In the **New Forest**, it took 3-4 years to get the New Forest Tour to commercial viability, starting almost from scratch.

In light of such experience, **BDRS** set up their bus funding for the LSTF 2015/16 extension year so that the bus operator committed to run the service at the same frequency for at least one further year, to give time for it to become established.



WEST’s funding to double the service frequency of the Portishead – Bristol service initially used these refurbished route-branded buses upgraded with WiFi and leather seats, but a steep patronage increase led the operator to invest in brand new buses after one year. The service is now commercially run at the higher service frequency.

Credit: Bristol City Council

Designing successful services for visitors

7: Bus services for visitors can contribute to an area's 'leisure economy' as well as to sustainable transport, but bus services designed to be visitor attractions in their own right may have features that deter their use for other trips by residents.

Bus services aimed at visitors can become attractions in their own right. The New Forest Tour offers a ride through attractive countryside on open-topped buses, with hop-on-hop-off ticketing so users can combine their ride with visits to attractions. The bus became part of the visitor 'experience', complete with offers like free ice cream, free cakes and tea.

However, the 'bus-as-an-attraction' formula, with premium pricing, may not cater well for the day-to-day transport needs of the local population. On the New Forest Tour, older people's concessionary passes are not accepted and, although single tickets for journeys over part of the route do exist, they cannot be promoted without undermining the overall viability of the package.



The 'Beach Bus' carried 6,000 passengers in its first summer season and 8,000 in its second, which the New Forest National Park Authority estimates replaced 58,000 visitor car miles.

Credit: Hampshire County Council

Working with bus operators

8: Collaboration with bus operators is critical. You can plan to do more if there is already an existing partnership with bus operators. Success lies in working relationships with operators that rise above competitive tensions and market legalities to achieve long-term benefits.

Working with bus operators within the competitive bus marketplace raised multiple issues. It was sometimes difficult to meet the legal requirements to treat all operators equitably, when in reality there was only one operator that was likely to engage. Many projects had difficulties getting bus patronage data from operators to monitor the effects of LSTF activities. One project had issues with an operator using route-specific branded buses on quite different routes.

However, where there was a history of partnership working, the process had been easier, because bus operators understood both partners could benefit from a shared approach and were therefore prepared to make a contribution. This was the situation for **WEST**, where the main bus operator met half the installation costs of RTPI, and for **BDRS** where the operator committed to supply new and extra vehicles. Where there had been longstanding relationships, trust played a significant role. The **New Forest** had, over a period of years, shown the operator that they were good at marketing, leading to an 'informal understanding' about who would undertake marketing and how it would be paid for. The established working arrangement delivered what was needed in a way the authority felt could not have been negotiated from scratch as a contractual agreement.

Creating a long-term legacy

9: Some bus improvements requiring revenue funding can be transferred to bus operators once established as commercially viable.

Many projects were successful in kick-starting or kick-boosting services to commercial levels that would be able to continue indefinitely. In other cases, such as **Middlesbrough**, patronage reached levels that made it feasible for local developers or businesses to meet the continued need for subsidy. One project was of the view that its LSTF bus initiatives may have created a longer-term benefit by changing the outlook of local bus companies, so that they might attempt kick-starting or kick-boosting routes on their own in future.

In **Stoke**, the project was planning to overcome a lack of future revenue funding for RTP1 by capitalising the running costs for the next two years, by which time it anticipated that the operators would be ready to take over the ongoing funding of the system, having seen its benefits.

Monitoring and evaluation

10: Negotiate data access with participating bus companies and structure marketing initiatives so that their impact can be measured.

Data-sharing agreements covering patronage data and real-time vehicle positioning data should be put in place at the outset, so that the impact of improvements can be measured.

The impact of bus priority measures can be measured almost immediately where vehicles are fitted with GPS ticket machines.

An increase in bus patronage on a pre-existing bus route does not, on its own, prove that an intervention along that route is responsible for the observed effect. It is also necessary to show that the increase is above any background increase that has happened on other routes. Data should also be collected from non-intervention routes with equivalent use patterns for comparison.

Demonstrating the effect of area-wide interventions can be more difficult, and may require comparison against historical trends or trends from other places.

The impact of marketing campaigns can also be hard to prove. However, where free taster tickets are offered, recipients should be required to provide contact details so that a follow-up survey can be undertaken to assess changes in travel habits.

CASE STUDY: IMPROVING BUSES AND INCREASING BUS USE

All Change for Crewe – Cheshire East Council

<i>Target area:</i>	Crewe (pop. 80,000)
<i>Funding:</i>	£4.2m total – £3.4m LSTF (whole project spend – about half was bus-specific – wider activities also promoted bus use)
<i>Local context:</i>	Growing town – largely self-contained economy – many local journeys to work that could switch from cars
<i>Target audience:</i>	Crewe residents – especially those commuting from residential areas in the north-west of the town to employment sites in the south-east
<i>Target locations:</i>	Residential areas – employment sites
<i>Target modes:</i>	Bus (plus walk – cycle – rail – car-share as part of wider project)

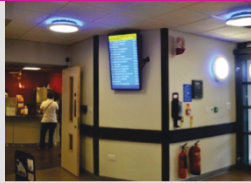
THE BUS OFFER

Increased bus services



- New cross-town 'OneLink' bus service every 15 minutes - connecting residential areas with employment sites

Improved bus infrastructure & vehicles



- Brand new high-spec buses for the OneLink route, including WiFi and leather seats
- Bus priority at 10 traffic lights
- RTPI at main bus stops
- Upgrades to stops throughout the OneLink route
- WiFi at all RTPI sites and on all buses in Crewe

Integrated ticketing

The project did not aim to achieve multi-operator ticketing amongst the town's six operators.

Information & marketing



- Personalised travel planning (4,163 households receiving advice)
- Branded buses on the OneLink route
- Repeated newspaper, radio and billboard campaigns to promote OneLink service, with taster ticket offers
- Maildrop to all Crewe households of map showing bus, walking and cycling routes
- 'Adverticket' campaign targeting motorists in car parks to switch to bus
- Wider smarter travel campaign including community and workplace events and use of social media channels

WHAT WAS ACHIEVED

- OneLink bus annual patronage 144,040 – above target – now commercially viable
- OneLink patronage ↑ 60% after first one month promotional campaign
- Two months after 1,617 households along the OneLink route received PTP, 14% of respondents reported increased bus travel in a follow-up survey^{xiii}

HOW ONE1INK FILLED A GAP IN CREWE'S BUS NETWORK

The Cheshire East project had identified a strategic need for a new bus service that was unmet by commercial operators. There was no direct bus service connecting residential areas in the northwest of the town, due to expand by over 1,000 new homes, with the major business and industrial sites in the southeast of the town, where expansion of employment was due. No buses ran into Crewe Business Park or Crewe Gates Industrial Estate and all cross-town bus journeys entailed changing in the town centre. Research of employers on the industrial estate had revealed that 83% were aware of staff having difficulties travelling to work and 50% felt the poor public transport was a barrier to recruiting or retaining staff. The project had also concluded that journey time reliability and bus quality were barriers to bus use, and that bus operators were reluctant to serve the rail station due to peak time delays.

To tackle this situation the project funded a new cross-town high-frequency (15 minute) service, made more attractive by providing brand new buses with WiFi and leather seating. Congestion pinch-points were tackled by improvements to the urban traffic management system and introducing bus priority at ten junctions. Bus stops along the route were upgraded and major stops fitted with RTPI. The whole package was supported by an ongoing marketing campaign spanning branding; billboards; broadcast, print and social media; free promotional tickets; guerilla marketing to motorists; residential PTP; and a travel planning programme with workplaces.

Interviews with passengers using the bus to reach Crewe Business Park revealed that the new bus had eased their journeys. For one, whose wife required their car for her work, it replaced three previous buses. For another who did not drive, it enabled her to take her children to school and then travel on to work without having to resort to taxis.

Raising patronage to commercially viable levels took over two years from the start of the service. Some compromises have been struck to keep the service running. The frequency will halve to half-hourly. However, One1ink will interlace with new commercially-operated services to preserve higher frequency over the central sections, early and late buses will be added to provide services from 5am to 7pm, and buses will run via the rail station.



Vicky (pictured) can drive, but car insurance would cost her nearly £2,000, so she prefers to catch the One1ink to work. She also prefers the bus because there are no problems parking and the journey is less stressful.

Pictured (L-R previous page): One1ink bus service en route to Crewe Business Park; RTPI screen in the foyer of Leighton hospital, meaning patients and staff spend less time waiting at the bus stop; One1ink billboard advertising. All credits: Cheshire East Council.

4 Increasing cycling



Credits (clockwise from top left): Birmingham City Council, Greater Manchester Passenger Transport Executive, Lincolnshire County Council, Isle of Wight Council with Blamire/Winslow

Most LSTF projects (84) included activities to increase cycling.

Projects created 740km of new or improved routes for cyclists and 33,600 cycle parking spaces. They gave 62,000 adults the skills to repair bikes or serviced their bikes for them. They gave 27,900 adults cycle training and 55,900 took part in led cycle rides^{xiv}.

How projects increased cycling

Projects ensured people *can cycle*, by providing cycle skills, equipment, routes and facilities, and *want to cycle*, by building their confidence and interest in cycling. Work with school pupils sought to establish cycling habits from an early age.

Most projects focused on everyday journeys to work or school, but some, particularly in tourist areas, targeted leisure cycling. Cycling activities were often closely aligned to those for walking, to enable more 'active travel' and improve health as well as travel choices.

Each project offered a combination of cycling interventions, mixing and matching from each of the four areas outlined in the [PROJECT DESIGN MENU](#) below– creating their own cycling package tailored to overcome local barriers to cycling.

To learn more about how projects got more people cycling see the [ACTIVITY SPOTLIGHT](#) on increasing cycling in [APPENDIX 1B](#) of the companion report.

PROJECT DESIGN MENU B: INCREASING CYCLING

Giving people the cycle equipment they need	Providing better cycling routes & facilities
<ul style="list-style-type: none"> • Bike hire • Bike loan • Affordable / recycled bikes • Bike servicing & repair • Discounted cycling equipment (e.g. helmets, locks, lights) • Security marking 	<ul style="list-style-type: none"> • New or improved on-road / off-road cycle routes • Cycle parking • Cycle hire docks • Cycle hubs • Site-specific cycling improvements • Traffic management improvements (e.g. 20mph zone) • Bike-bus / bike-boat services • Leisure cycling facilities (e.g. BMX track)
Building up people's cycling skills & confidence	Raising awareness of cycling as an option
<ul style="list-style-type: none"> • Cycle maintenance training • Cycle mechanic training • Cycle training (Bikeability Levels 1-3) • Balance bike / learn to ride sessions • Scooter training • Led rides • Bike buddies • Cycle for health schemes • Vulnerable road user awareness training (for HGV and car drivers) 	<ul style="list-style-type: none"> • Cycle maps • Leisure cycling guides and maps • Cycling events • Cycling competitions / challenges • Cycling apps • Cycle safety campaigns • Bike Week promotions • Supporting workplace BUGs (Bicycle User Groups) • Marketing and advertising • Social media • Website / journey planner • Personalised travel planning

What was learnt about increasing cycling

Ten key lessons about designing and delivering cycling interventions, based on the experience of selected LSTF projects, are summarised below^{xv}.

For more detail on these lessons see the cycling-focused **LEARNING SPOTLIGHT** in **APPENDIX 2B** of the companion report.

Creating a balanced portfolio of schemes

1. It is important for your 'offer' to include cycling infrastructure, equipment, training and promotional activity – and to have the flexibility to adapt as you learn what is needed.

It is necessary to address *all* of the barriers to cycling through the four categories of activities outlined in **PROJECT DESIGN MENU A** (i.e. cycling equipment, infrastructure, skills and awareness).

It may prove important to alter your offer. **East Riding** brought in new activities when its bike loan and Dr Bike schemes were not well received. See the **CASE STUDY** on **PAGE 29**.

2. Your portfolio of schemes should strike a balance between capital expenditure on improvements to routes and facilities and revenue expenditure on activities to promote cycling – with the delivery of each timed so they are mutually beneficial.

Some places with fairly well-developed cycle networks, such as **Nottingham** and **Birmingham**, focused on cycling equipment, cycling skills and promotion of cycling.

For other projects, such as **Brighton & Hove** and **East Riding**, cycle route improvements were a major element of the package. **East Riding** delivered all its cycle route improvements early in the project and then marketed cycling on the back of them. This approach requires an ability to get cycling infrastructure in place quickly.

A strategic approach to cycling infrastructure

3. New or improved cycle routes should improve the cycle network on multiple levels – creating more links to popular destinations while also enhancing connectivity, safety, ease of use and ambiance.

For example, **Birmingham** sought to make their overall cycle network more coherent by tackling barriers, such as busy roads, to improve route continuity. They also sought to create attractive off-road routes, with safe and convenient crossings where these met the road network.

A strategic approach to cycling services

4. As far as possible provide cycling services for free, or at minimal cost.

Cycle Hub users in **Greater Manchester** pay only £10 membership per year. **Nottingham** does not charge for cycle training, loan bikes or secure cycle parking. Use of Nottingham's Citycard Cycle Hire bikes is free for Kangaroo (multi-operator public transport card) season ticket holders.

5. Provide a range of options, so beginners are not intimidated and you appeal to cyclists of all types and abilities.

Most projects offered adult cycle trainees all three Bikeability levels – so they could start at the most appropriate level. Projects' support for cycle maintenance ranged from Dr Bike sessions for people

who did not want to get their own hands dirty, through basic maintenance training to advanced training leading for cycle mechanic qualifications.

Some projects ran women-only cycle rides or training sessions, for which they found it preferable to use female instructors. A few projects, including **Kingston upon Hull** and **East Sussex**, catered for people with disabilities by offering led rides, specialist training and adapted bikes.

6. It works well to deliver cycling activities in conjunction with workstreams aimed at particular groups (such as school pupils or employees) and to focus on specific neighbourhoods – perhaps using ‘community hubs’.

For example, projects organised led rides for pupils and parents as part of their school travel work, and sessions such as Dr Bike for employees as part of their workplace travel activities.

Birmingham set up five ‘Community Cycling Hubs’ at leisure and community centres, providing bike maintenance workshops, bike hire, and led rides. **Nottingham** set up five ‘Community Smarter Travel Hubs’ that were largely virtual but included ‘Cycle Centre’ community venues where cycling activities took place.

MAKING A DIFFERENCE: COMMUNITY SMARTER TRAVEL HUBS IN NOTTINGHAM

In **Nottingham** five virtual ‘Community Smarter Travel Hubs’ provided local events, activities and services, such as cycle training, travel advice and cycle maps.

The ‘TravelRight North’ hub began in July 2012. It estimated that by March 2015 it had directly engaged 16,568 local people in its services and events^{xvi}. One of these people was **Darren Tattersall** from Basford^{xvii}:

“In November 2012 I was 17 stone 10 pounds and asked TravelRight for some guidance regarding cycling – explaining that I felt it would help me in my quest to lose weight. TravelRight provided me with information about what bike would be most suitable for me and my budget and where to cycle, and advice on how to remain safe on the roads.”

A year later Darren was cycling six miles every day to work. He became a Cycling Champion, encouraging his colleagues to cycle to work by helping TravelRight arrange cycle roadshows where staff could get their bikes fixed and receive information and free incentives.

Darren said: “A year on and I am now 12 stone 10 pounds and more confident than I’ve ever felt before. I also save £120 a month on petrol. Without TravelRight’s support I feel that my attempt to lose weight and get cycling would only have been a short-term fad.”



Nottingham residents gather to take part in a led cycle ride hosted by their local Community Smarter Travel Hub.

Credit: Nottingham City Council

Partnerships

7. Consider how you can make the most of your existing ‘cycling capital’ – the services, organisations and individuals already involved in cycling in your area.

Nottingham engaged local cycle trainers as Sky Ride leaders and commissioned local charity ‘Sustainable Travel Collective’ to run several of the Community Smarter Travel Hubs. **Brighton & Hove** worked with ‘Lewes Road Campaign for Clean Air’, who already ran a ‘Bike Train’ along the road and took on cycle training and bike maintenance. **East Riding** felt that the leadership of two enthusiastic local female cyclists contributed greatly to its female-only led rides attracting 1,580 riders.



In Crewe a Cycling Fun Day gave 500 people the chance to try out a variety of different bikes.

Credit: Cheshire East Council

Creating a long-term legacy

8. Consider how your project can help create and increase local ‘cycling capital’ to provide lasting benefits after the end of the project.

About 100 volunteers contributed to the Bike North **Birmingham** project. Cycle instructor training was free to volunteers who committed to provide 30 hours cycle training for Bike North Birmingham. They could then give more volunteer hours or offer their cycle training services commercially. Local cycle campaigners have now taken on the long-term delivery of some aspects of the project. In the words of the project: “People have gone from being beneficiaries of the project, to socialising through it, to volunteering for it, to running it.”

In **Thurrock** four unemployed young adults who gained bike mechanic qualifications as volunteers on the bike recycling project then volunteered to run bike clubs and maintenance courses at local schools.

Monitoring and evaluation

9. Automatic counter data is much more powerful than occasional manual counts to show the impact of your project.

Cycling levels are subject to considerable fluctuations according to the seasons, the weather and other factors. For this reason, automatic cycle counters that record data continuously offer much greater potential to detect change than occasional manual counts. **Birmingham** installed 40 new ACCs (Automatic Cycle Counters) and **Derby** repaired its cycle counters as part of their projects.

Continuing measurement for a period of years after a project ends is likely to be valuable, because cycling levels can take time to build up after new cycling infrastructure or other interventions.

10. Design cycling initiatives so you can collect data on participants' cycling habits before and after they take part – and so you can collect their contact data and find out how the activity influenced them in the longer-term.

East Riding collected pre- and post-intervention travel mode data from user surveys at its target locations, such as workplaces, schools and the hospital. Where a pre-intervention survey is not possible, a single post-event survey can ask about travel habits before and after involvement in the activity, although this is not so reliable. Further surveys some months later can be valuable to show the degree to which changes in travel behaviour have been sustained.



In Plymouth, a disused rail bridge is now a walking and cycling link from residential neighbourhoods to the city centre and other employment areas.

Credit: Plymouth City Council

CASE STUDY: A CYCLING TOOLKIT FOR GOOLE**Get Moving Goole – East Riding of Yorkshire Council**

<i>Target area:</i>	Goole (pop. 25,000) – flat and compact town
<i>Funding:</i>	£1.9m total – £0.9m LSTF (whole project spend – about a third was cycling-specific – wider activities also promoted cycling)
<i>Local context:</i>	People live and work locally – low income – high levels of obesity – low car ownership – high car use
<i>Target audience:</i>	Local residents
<i>Target locations:</i>	Hospital – leisure centre – rail station – college – 7 schools – 2 key workplaces
<i>Target modes:</i>	Cycling (plus walk – public transport – car-share as part of wider project)

GOOLE'S CYCLING TOOLKIT**Equipment**

- Dr Bike sessions (145 people)
- Bike shop discount voucher (1,000+)
- Bike lights giveaway (250+)
- R-evolution: bike recycling by HMP Humber inmates (650 bikes refurbished in first year)
- Loan bikes (16 people)

Routes & facilities

- 5 new cycle links between the town centre and outreach hubs (1.6km on-road / 3.5km off-road)
- 275 cycle parking spaces in town centre and at outreach hubs

Skills & confidence

- 75+ led rides with 4,515 participants (plus 63 Ride Leaders trained)
- Cycle training (80 adults, including 8 people with special needs)
- Scooter training (381+ children)
- Level 3 cycle training for Police (20 officers)
- Set-up and support of local cycling groups
- Cycling on Prescription pilot (10 week course for patients referred by GP)

Raising awareness

- Town centre active travel map (5,000+)
- Leisure cycling map (4,000+)
- Cycle for Life Challenge (10,000 pupils, annually)
- Big Bike Ride: secondary school transition route trial for Year 6 pupils (250+ pupils annually)
- Cycling Festival (x2)
- Personalised travel planning (928 households contacted)
- Town travel guide and new mover travel pack (200+)

WHAT WAS ACHIEVED

- Cycling to Goole schools ↑ 4.7 percentage points (2011 to 2014)
- Staff bikes parked at Tesco Distribution Centre ↑ 78% (from 37 parked bikes in 2012 to 66 in 2015)
- Cyclist casualties ↓ to lowest recorded figures (2012/13-14/15 compared to two previous three-year periods)^{xviii}
- Surveys of staff at Goole College, visitors to the leisure centre, and rail passengers accessing Goole Station all showed increases in cycling (although sample sizes were small and results not statistically significant)

HOW GOOLE'S CYCLING TOOLKIT EVOLVED

Get Moving Goole's cycling activities were an important part of its project. This was because the low cost of cycling made it a popular means of travel for its target audience, which included people in relatively deprived neighbourhoods and migrant communities.

The project designed its cycling initiatives following market research about its target audience, but as the project developed, the team faced some unexpected challenges, including misperceptions and language barriers, which required it to be flexible.

To ensure the cycling services offered by the project were well-suited to the needs of the target audience, Get Moving Goole made significant changes. In the words of the project officer: *"A lot of the things we've done weren't what we originally envisaged in our bid. They've developed as the project has gone along and we've responded to different issues that we've had. 'That isn't working, well let's try this... Oh, they're really enthusiastic, let's work in partnership with them.' So it has been an evolution."*

For example, after an initial Dr Bike event failed to attract participants, the team discovered that their 'bike MOT' marketing had put people off. People were reluctant to bring along old and shabby bikes, or worried their bike might be confiscated if the Council deemed it 'unroadworthy', taking away their means of getting to work. The team completely altered how it marketed Dr Bike sessions, but also began offering discount vouchers for local bike shops, which proved far more popular. Over 1,000 vouchers were given out, compared to 145 people taking up Dr Bike services.

The project also realised that its pool of bikes was under-used partly because people who did not own a bike did not want to have to borrow one from the Council. The project redirected its efforts into setting up the bike recycling charity 'R-evolution' in partnership with HMP Humber. This sold low cost bikes at the weekly market and through the town's community centre. Over 650 refurbished bikes were distributed in its first year.



Led rides unexpectedly became more central to Goole's cycling offer when word-of-mouth advertising generated lots of local interest in this free leisure activity. 63 Ride Leaders took the chance to improve their CVs and gain a small income from ride leader fees.

Pictured (L-R previous page): R-evolution market stall; town centre cycle shelter; Snaith Ladies Cycling Group; pupils enjoying the Big Bike Ride. All credits: East Riding of Yorkshire Council.

5 Encouraging sustainable travel to work to work



Credits (clockwise from top left): BDRS Combined Authority, Centro, Leicestershire County Council, Herefordshire County Council

Over 90% of LSTF projects included activities to help people travel to work using sustainable transport.

Commuters to 6,600 workplaces are estimated to have been assisted by LSTF-funded schemes.

How projects encouraged sustainable travel to work

LSTF supported the roll-out of workplace travel planning. The [PROJECT DESIGN MENU](#) below summarises the variety of ways that this was done.

New businesses were involved, and previously involved businesses were re-engaged. There was for the first time a widespread offer of personalised travel plans to employees. There was less emphasis on individual company travel plans than in the past, and more focus on offering a menu of activities that companies could take up.

Many LSTF projects also included measures to improve bus and cycle links to workplaces, especially to peripheral business parks. These modes are discussed in [CHAPTERS 3](#) and [4](#) respectively.

Projects were almost entirely reliant on encouragement – ‘pull’ measures. There were few ‘push’ measures to boost take-up, with the notable exception of a workplace parking levy in Nottingham.

For more information on how projects encouraged sustainable travel to work see the [ACTIVITY SPOTLIGHT](#) on encouraging sustainable travel to work in [APPENDIX 1C](#) of the companion report.

PROJECT DESIGN MENU C: SUSTAINABLE TRAVEL TO WORK

<p>Engaging employers</p> <ul style="list-style-type: none"> • Workplace travel plan preparation, including site audit and staff travel survey • Small grants for on-site facilities (e.g. cycle parking, showers) • Multi-employer business travel network or other grouping to address shared issues • Travel plan award / accreditation schemes 	<p>Improving public transport serving worksites</p> <ul style="list-style-type: none"> • Bus services to hard-to-reach worksites • Demand-responsive transport services to hard-to-reach worksites • Better train services serving worksites
<p>Engaging employees</p> <ul style="list-style-type: none"> • Staffed stands and displays with travel information and promotional materials • Workplace awareness / incentive events (e.g. breakfasts for sustainable commuters) • Personalised travel advice / travel planning • Free or discounted bus ‘taster’ tickets • Bus or train discounts • Season ticket loans • Low cost bicycle purchase or loan (e.g. refurbished) • Low cost moped hire • Cycle training / cycle maintenance training • Led walks and cycle rides • Challenge competitions • Apps with site-specific bus time information • Car sharing schemes 	<p>Improving sustainable transport infrastructure serving worksites</p> <ul style="list-style-type: none"> • Bus stops / shelters / timetable cases • RTPi displays at stops and worksites • Safe cycle paths to worksites • Signposted cycle routes to worksites • Improved walking links from worksites to public transport • Improved walking links to destinations close to worksites • Park & Ride sites (or Park & Walk / Park & Cycle / Park & Share sites)

What was learnt about encouraging sustainable travel to work

Fifteen lessons on the delivery of sustainable commuting projects are summarised below, based on discussion with officers from six LSTF projects for whom this was a significant focus^{xix}.

For more detail on these lessons see the commuting-focused [LEARNING SPOTLIGHT](#) in [APPENDIX 2C](#) of the companion report.

Targeting

1: Focus on strategic employment areas, and within those work with the willing employers.

Most projects felt engagement (or re-engagement) with larger employers could yield bigger results.

Wokingham found that larger firms offered a way to get initiatives started, which SMEs sharing their employment sites were then more likely to adopt. Conversely, **Lancashire** found it easier with SMEs to reach senior people who had the power to make things happen.

2: Look for employers that are moving, expanding, or experiencing transport problems – timely engagement with these is likely to be fruitful.

Hertfordshire looked for organisations that were about to move or expand and **Southampton** identified a firm that was moving into the area and worked intensively with it during its ‘transition’ phase. **Blackburn** found businesses were receptive if car commuting was causing them parking or traffic problems, or if their expansion plans had to overcome such constraints.

Engaging employers

3: Building relationships with employers will take time – persistence is required.

The biggest challenge was persuading businesses to encourage their staff to travel more sustainably. Starting from scratch it could take 12 months of work before significant progress was made.

Engagement was harder because economic recession caused firms to focus down on core business issues, and in many areas previous travel planning had already engaged the most receptive larger organisations. Furthermore, apart from **Nottingham**, which introduced a workplace parking levy prior to LSTF, projects lacked backing from wider policies to ‘push’ firms to reduce car commuting.

4: See it from businesses’ point of view - find their ‘trigger’ issues.

Projects emphasised benefits such as reduced staff turnover, parking management cost savings, or staff health gains. This required prior research as well as discussion with the businesses. **Wokingham** produced a business case for each business park, including costs, carbon savings and mileage reductions.

Projects learnt some businesses seemed to have no ‘trigger issues’, even after several engagement attempts. **Hertfordshire** summed up their approach as: “Try, try again...move on.”

5: Consider a structured approach – with a step-by-step approach to workplace travel plans.

Leicester’s approach was ‘keep it simple’, focusing on the most resonant issue for each business and avoiding overwhelming a company with the full menu of measures and activities on offer. **Lancashire** also introduced companies gently, developing a formal workplace travel plan later.

A STEP-BY-STEP APPROACH TO WORKPLACE TRAVEL PLANNING

Lancashire structured its approach to work with businesses around four levels of activity:

Level 1 – Reaching out

Phone call – meeting – business contact attends an awareness event

Level 2 – Business responding

Request by business for further information – site meeting to discuss an initiative – advice on options to address businesses' travel issues – application submitted for business grant funding – willingness to support a one-off event with promotion to staff

Level 3 – Business delivering some activity

Some changes on site to assist sustainable travel – an initiative to encourage staff to travel sustainably – deploying a grant without match funding financially or in kind

Level 4 – Business fully involved

Developing a site travel plan – contributing to business travel network – providing leadership by helping to engage other organisations – providing match funding for a business grant financially or in kind

6: Create a package employers see as attractive – e.g. with grants or season ticket discounts.

Grant schemes for businesses to help their staff commute sustainably were a valuable engagement tool. **Leicester** obtained large amounts of matching funding in return for grants, and **Gloucester** matched pledges of time or money to promote sustainable travel to employees against their grants.

Leicester felt that: “Season ticket discounts were hugely important as a means to open the doors of businesses.” Some businesses saw season ticket discounts as a staff recruitment and retention benefit. **Wokingham** encouraged workplaces to sign up to the Easit Network, which negotiated and promoted local travel discounts and offers. One firm reported that the 15% rail discount this offered increased their ability to recruit high quality employees from the London area.

7: A business travel network can build commitment and capacity to boost sustainable travel. Existing business networks can also offer valuable introductory contacts.

Some networks were formally constituted, with financial contribution from businesses to support agreed initiatives. **Wokingham** adopted this approach on two large business parks, and found that it was fruitful to involve the business park owner in addition to the resident firms.

In **Southampton**, the business-to-business support network covered a much wider area.

A third model existed in **Blackburn**, who worked through existing local business networks.

Engaging employees

8: See it from the employees' point of view and be flexible to fit workplace conditions.

Projects undertook site audits and employee surveys to identify the barriers to sustainable travel and find the interventions most likely to resonate with employees.

Coventry put stickers on employees' sandwich deliveries to promote the travel survey and **Tyne & Wear** ran a 'coffee cart' on industrial estates offering free coffees to workers who filled in travel

surveys. **Tyne & Wear** found it harder to engage employees in the manufacturing sector because production could not be disrupted. Their response rates rose sharply after hard copies of surveys were handed out by staff during breaks, complete with a pen. A similar approach also worked with the retail sector. Similarly, **Coventry** found it better to provide certain types of cycling activity in the community outside of work time.

9: Offer a comprehensive active travel package for workplaces – and promote health benefits.

The health benefits of active travel can strike a chord both with employers and employees. In **Middlesbrough**, a call centre with sedentary working conditions purchased an LSTF-subsidised pool of bikes for its staff to cycle to work. They reported that the bikes led to a drive amongst staff to live healthily that enabled some to lose weight and two to give up smoking.

Many projects found synergies from promoting active travel to workplaces alongside area-wide active travel interventions that provided services to tackle all the barriers to active travel.

10: Workplace personalised travel planning is best delivered as a ‘roadshow’, and roadshows work better if public transport taster tickets and support for active travel are part of the offer.

Several projects found pre-booking PTP sessions with employees led to a large number of no-shows. **Swindon** therefore changed their approach and experimented with going from desk-to-desk (‘desk-surfing’). This was more successful but not acceptable to all workplaces, so they finally settled on a roadshow approach. This involved stalls and displays at workplaces, backed by an eye-catching engagement opportunity, such as a chance for employees to blend themselves a smoothie using a bike. Roadshows appear to have been most successful when the PTP process was backed up by an offer of free public transport taster tickets and practical help with active travel, such as loan bikes.



Swindon’s travel advisers found that the time it took for an employee to pedal a smoothie on a smoothie bike was the perfect engagement time for a discussion of travel choices and preferences.

Credit: Swindon Borough Council

11: Workplace ‘challenges’ are a good engagement mechanism.

Lancashire rated its two challenge events amongst its biggest successes. The Lancashire Cycle Challenge attracted over 1000 riders each year, of which approaching one third were not previously cycling. Three months after the challenge, 6% of participants who were commuting by car at the time of the registration survey had switched to cycling as their main mode of commuting, and 26% who had been cycling to work less than one day per week were commuting by bike for more days.

Leicester developed their challenge from being just cycling to a broader mode shift reward scheme running throughout the year, with employees earning rewards redeemable at local businesses. Seven ‘mini-challenges’ covering specific modes of sustainable transport were run during the year.

Improving sustainable transport infrastructure for worksites

12: Infrastructure improvement needs to take in the whole journey from home to office, creating attractive sustainable commuting corridors backed by suitable on-site facilities.

Projects invested in infrastructure to enhance bus routes and active travel routes to major worksites. Some projects also improved links to residential areas of high deprivation that had poor travel to work opportunities. **Middlesbrough** and **Redcar** created safe, attractive cycle paths between their two town centres, giving access to major employment sites and serving residential areas with high unemployment and poor health. Where bus services were unattractive due to traffic delays, projects introduced bus lanes and bus priority at junctions.

At the worksite level, many improvements were made within sites (e.g. secure cycle parking), or in their immediate vicinity (e.g. lighting on paths between offices and bus stops).

Improving public transport to worksites

13: Achieving mode switch to public transport requires a public transport offer that is attractive and fits sites' working patterns.

Many projects designed bus services to cater for shift patterns and out-of-town sites. Where bus services to worksites were radically improved by LSTF money, projects were able to promote them strongly to the workforce. However, where bus services were deteriorating due to revenue funding cuts to non-LSTF budgets, projects found it difficult to promote public transport.

Creating a long-term legacy

14: Establishing employer business travel networks and employee 'champions' within workplaces can help continue the impact of your project.

Leicester and **Wokingham** rated their success in building business travel networks as their biggest achievements. By putting their business travel networks on a self-funding footing they hope that their investment in business engagement will continue to have an impact.

Leicester and **WEST** set up 'cycle champions' in workplaces, whereas **Birmingham**, **Swindon** and **Bournemouth** created 'active travel champions', and **Stoke-on-Trent** and **Tyne & Wear** took an even broader approach with 'travel champions'. **Bournemouth** trained its champions to lead activities.

Monitoring and evaluation

15: For surveys to prove a project's impact, mode share questions must be consistent year to year. Workplace travel surveys should be reported for single businesses – and if combined should avoid variation in numbers of surveys from workplaces with different travel patterns.

Workplace travel surveys were the most widespread monitoring activity but could have been improved by: earlier baseline surveys; survey questions that were identical each year; surveys at the same time of year; and reporting survey results business-by-business rather than lumped together.

Other valuable types of monitoring included: surveys of participants in PTP and workplace challenges; automatic cycle counters on cycle routes to workplaces; and measuring bus patronage or bus season ticket uptake on services to employment sites.

CASE STUDY: WORKPLACE PERSONALISED TRAVEL PLANNING

Connected – Derby City Council

Target area:	South-east Derby – major employment area
Funding:	£8.3m total – £4.9m LSTF (whole project spend – about 2% was for workplace PTP – not including free bus tickets or other services to which employees were referred)
Local context:	Large edge-of-centre business parks and industrial estates – varied businesses ranging from call centres to high-tech engineering
Target audience:	Employees
Target locations:	50+ employment sites – including large employers and SMEs
Target modes:	Public transport – cycling – walking – car sharing

HOW EMPLOYEES WERE ENGAGED



Intensive engagement:

- Bespoke journey plans prepared for 957 employees
- Five bus promotion campaigns, resulting in 536 employees receiving free one-month or one-week bus travel
- Employees also signposted to other services (e.g. affordable bikes, cycle training, car-sharing)
- Two Sustainable Travel Commuter Challenges, each involving 400-500 employees

Shallow engagement:

- On-the-spot travel information provided to 2,463 employees via activities at their workplaces
- On-site events, where PTP and other employee-focused services were collectively promoted to staff.

WHAT WAS ACHIEVED^{xx}

- Car driver mode share for commuters ↓18 percentage points – from 69% before contact with the workplace PTP service to 51% one month afterwards
- The biggest shift was to bus travel: ↑17 percentage points (7% → 24%)
- Cycle mode share also increased: ↑3 percentage points (4% → 7%)
- There were small reductions in car sharing and walking
- Follow-up survey at three months found that employees who had changed their travel behaviour, or intended to, following contact with the PTP service, showed little tendency to revert to their pre-intervention travel patterns. It therefore appears that changes resulting from the intervention had become established, at least in the short-term.

EXPERIENCE FROM THE WORKPLACE PTP SERVICE

Derby's workplace PTP service was delivered by Sustrans' employees, who were based at the city council offices, working alongside the Connected team. The workplace PTP service was just one part of the Council's 'offer' to businesses: other elements were a business engagement programme (the 'Travel Advice Service') and a business small grants scheme.

The PTP team tried various ways of engaging employees. Just over a third (37%) of employee requests for a personalised journey plan resulted from completion of a baseline travel survey at employment sites that were being supported by the Travel Advice Service. Another 40% of requests resulted from workplace travel clinics, special events at workplaces, new employee induction events, or public or business events.



The personalised journey plans were detailed, and were prepared for each employee on an individual basis, taking full account of their personal circumstances rather than simply providing generic journey planning advice. Employees were highly appreciative of this: over 80% of respondents to the post-intervention survey reported that their contact with the workplace PTP service had been 'very' or 'quite' useful. Typical feedback from employees was:

"This was a huge help to me – really comprehensive and full of great alternative ideas for getting to work. So I just wanted to say a huge thank you, you're awesome and to Maria for taking the time to come to my office and help me out. You're both stars."

Engaging employees was a big challenge. The workplace PTP team found that the best engagement methods:

- Broke down barriers by being slightly humorous
- Were simple, so that they did not require a lot of preparation, and so people could immediately see what was involved
- Provided an excuse to approach employees rather than waiting for them to come to you
- Combined the offer of a personalised journey plan with something else people would definitely want (a cup of tea and biscuit, or chocolates, or a free bus ticket).

Successful tactics included taking a tea trolley round an office; offering a free tombola to staff in their canteen; and offering free doughnuts during the Sustainable Travel Challenge to companies that achieved a certain participation rate.

Pictured: Array of travel information resources used by Travel Advisers (previous page); giving advice at Derby College (this page). All credits: Derby City Council.

6 Increasing train travel and sustainable travel to stations



Credits (clockwise from top left): Tyne & Wear Integrated Transport Authority, Tees Valley Unlimited, Tyne & Wear Integrated Transport Authority, New Forest National Park Authority

Over half of LSTF projects encouraged train travel or sustainable travel to stations.

Better access routes and station facilities for pedestrians, cyclists and bus users were installed at 230 stations. 30 stations are now served by more trains and two are completely new.

How projects increased train travel and sustainable travel to stations

Projects aimed to get *more people travelling by train* and *more people travelling to and from the station sustainably*. They funded new stations and train services, made existing stations better, improved interchanges between rail and other modes, and raised awareness of options to travel by train and to get to the station.

Some projects tackled heavily used stations with parking or congestion problems. Others revived unkempt or under-used stations. Some stations were targeted for people to travel *out* to employment, education and training opportunities. Some stations in popular visitor destinations were targeted for people to come *in* and support the tourist economy.

Project interventions drew upon the four types of activity summarised in the [PROJECT DESIGN MENU](#) below.

To learn more about how projects increased train travel and sustainable travel to stations see the [ACTIVITY SPOTLIGHT](#) on increasing train travel and sustainable travel to stations in [APPENDIX 1D](#) of the companion report.



BEFORE



AFTER

Improvements at Gypsy Lane Station mean passengers have a more pleasant, safe and comfortable wait for their train.

Credit: Tees Valley Unlimited

PROJECT DESIGN MENU D: INCREASING TRAIN TRAVEL AND SUSTAINABLE TRAVEL TO STATIONS

Building new stations or providing new train services	Making stations better for passengers
<ul style="list-style-type: none"> • More frequent services (especially evening and weekend) • Services to new destinations • New stations 	<ul style="list-style-type: none"> • Customer Information Screens (incl. RTPI) • Information boards • Public address systems • Travel hub (incl. information, tickets, etc.) • Ticket machines • Signage • Seats, shelters and waiting areas • Toilets • Lighting • CCTV • Removal of litter and graffiti • Art installations, planters and landscaping • Wider / repaved platforms
Making stations better interchanges between modes	Raising awareness of options for train travel and getting to the station
<ul style="list-style-type: none"> • Cycle parking • Bike maintenance equipment (e.g. pumps) • Bike ‘hubs’ providing secure parking, bike maintenance and other cycle services • Cycle hire docks • Better pedestrian / cyclist access points • Better footbridges (incl. cycle channels) • Better pedestrian / cyclist routes to stations (incl. signage) • Better bus routes to stations • Multi-operator tickets (bus-tram-rail) • Bus stops, shelters, timetables and RTPI • Electric vehicle charging points • Drop-off zones • Car park and taxi rank improvements 	<ul style="list-style-type: none"> • Discounted tickets • Station route maps • Station events (e.g. bike servicing, security marking, cyclist breakfasts, info stands) • Personalised travel planning – at station • Direct mailings to local residents • Marketing and advertising • Social media • Website / journey planner • Personalised travel planning – residential

What was learnt about increasing train travel and sustainable travel to stations

Twelve lessons for delivery of rail-related projects are summarised here, based on discussion with four LSTF projects for whom this was a focus^{xxi}.

For more detail on these lessons see the rail-focused **LEARNING SPOTLIGHT** in **APPENDIX 2D** of the companion report.

Targeting and strategic development

1: A long lead-time is required to generate support for rail projects, so it is best to focus on stations where improvements will resolve strategic issues and where there is good potential.

For example, **Wiltshire** had long been aware that the TransWilts Line service of two trains each way per day did not offer a viable alternative to drivers on the congested A350 corridor and failed to effectively link the County's key western towns with Swindon and Salisbury. The potential to improve the strategic transport network, and to generate revenue from spare capacity on the Line, made a strong case for improvements at six stations and a quadrupling of services. By the time Wiltshire applied for LSTF funding, it knew its aspiration could be delivered as a 'priced option' in the next Greater Western franchise, and that DfT and First Great Western were supportive^{xxii}.

2: You will need robust research and a strong business case to generate public, political and rail industry buy-in.

Projects found it was important to research passenger flows, capacity and mode share. Research enabled **Warwickshire** councillors to be confident that new services at Stratford-upon-Avon Parkway Station would be fully utilised. They first considered routing new Stratford-Birmingham services via Henley-in-Arden, but in reality demand was much higher for a route via Solihull. The evidence of unmet demand enabled them to build a business case that interested the local train operator London Midland.

Creating a balanced portfolio of schemes

3: Improvements to help more people travel by train, or to help more people travel to the station sustainably, should be complemented by awareness-raising activity.

Some projects with adequate but under-used rail services and facilities found there was good take-up of promotions without making big improvements. In **Wokingham** Easit's 15% rail discount card was taken up by 2,486 people, of whom 16% had previously travelled to work by car^{xxiii}.

Projects that provided new stations, rail services and facilities felt the improvements made people receptive to their promotional activities. As a result of the high visibility of the building works for the new Stratford-upon-Avon Parkway Station **Warwickshire** found residents were easily engaged by PTP advisers and interested in trying out train travel using free taster tickets.

Partnerships

4: Start early – allowing time and resources for engaging and navigating the rail industry.

Partnership with Network Rail and train operating companies (TOCs) is essential to deliver rail initiatives. Most projects lacked past experience of engagement with the rail industry and found it took time to find the right departments and people. As one project put it, "Rail industry red tape can

seem complex and opaque to outsiders. Managing relationships with all the key people across different departments and organisations can take a lot of project time.”

Projects advocated creating a process to maintain momentum with rail industry partners. For example, **Wiltshire** set up ‘Wiltshire Station Travel Plan Steering Group’ (see **LESSON 9** below).

5: Build contacts, knowledge and positive relationships within the rail industry. Finding a champion can be useful.

Devon found that a regional manager within First Great Western was a valuable early ally: *“He had a long history in the industry and was well respected; he gave us a really good idea of what was possible, and what we shouldn’t waste our time with.”*

The **Access to Stations** multi-authority project (led by Bedford Borough Council) asked Network Rail to nominate a project ‘champion’, who provided internal information and helped resolve problems.

For the most complex projects, it was at times helpful to draw on the services of rail consultants. **Warwickshire** used a specialist to navigate the rail industry and advise on legal, property and procurement issues for the new station.

6: Consider if it is necessary to engage with the Department for Transport’s rail directorate.

Projects seeking ambitious rail improvements, such as new stations or significant service expansion, might find it valuable to build relationships with DfT’s rail directorate. If future franchise agreements need to reflect proposed investment in new infrastructure and services, this will be essential.

One project noted: *“There is a huge imbalance in the resources which local authorities bring to the table compared to Network Rail and TOCs.”* Advice or support from DfT, to whom Network Rail and TOCs are accountable, may help redress this imbalance.

7: Be mindful of the need to build good relationships with Station Managers.

For station improvements and events in stations, Station Managers were the day-to-day contacts and often had final say on what could happen at their station. Some Station Managers were flexible and supportive; others were uninterested. One project found building relationships at other levels and departments within the TOC helped overcome the resistance of one Station Manager.



New double-deck cycle parking at Twyford Station has proved to be very popular.

Credit: Wokingham Borough Council

Delivery

8: Be prepared for the delivery and effectiveness of rail projects to be affected by factors outside your control.

In **Wiltshire** there was a seven-month delay introducing the enhanced TransWilts Line service when the rail franchise competition for the Greater Western area was unexpectedly terminated.

Pedestrianisation of the forecourt of Exeter Central Station in **Devon** was delayed because Network Rail, although supportive, were unable to vary their standard lease conditions. A 'letter of comfort' had to be negotiated to reassure the Council their investment in Network Rail's property would not be at risk.

Tees Valley planned new train services for James Cook University Hospital Station, operated by Northern Rail, to connect with services at Middlesbrough operated by Transpennine Express. But Transpennine then made timetable changes that disrupted these connections, a situation that it is hoped can be resolved with the new Northern rail franchisee by late 2017.

9: A station travel plan is not essential for work with a station, but can be useful.

Station travel plans appear to have been useful where they were used to engage multiple stakeholders. **Wiltshire** developed station travel plans for all 13 stations in the County and set up the 'Wiltshire Station Travel Plan Steering Group' with representatives from Wiltshire Council, First Great Western, South West Trains and Network Rail. Quarterly meetings shared progress updates and resolved issues with delivery of station travel plans. Wiltshire felt this group built understanding between parties with different priorities and helped the project adapt to changing circumstances. The Steering Group is continuing and will allow collaboration on future funding bids.

Station travel plans were also considered a useful long-term vision for stations. Both **Wiltshire** and **Swindon** felt their station travel plans will help to ensure their projects' legacy.

Some projects found guidance on station travel plans published by the Association of Train Operating Companies useful when developing their plans^{xxiv}.



New ramps at Leamington Spa Station make it easier for people with mobility difficulties and travellers with wheelchairs, bikes, buggies and luggage.

Credit: Bedford Borough Council

Bus services to stations

10: It can be difficult to kick-start completely new feeder bus services to stations. Re-routing and re-scheduling existing bus services might be more feasible.

Warwickshire and **Wiltshire** were unable to bring new feeder bus services for stations to viability. In Wiltshire, the bus operator instead reworked another service to serve the station at key times.

Creating a long-term legacy

11: You will be reliant on the cooperation of rail industry partners until new rail services and infrastructure can be written into the next franchise contract.

Funding for new rail services and assets through programmes such as LSTF is unlikely to coincide with a franchise renegotiation, when new services and infrastructure could be legally incorporated into a train operator's contract with DfT. **Warwickshire** set up its new station and services mid-franchise, with the cooperation of London Midland, and later submitted a business case to DfT for the inclusion of enhanced Stratford-upon-Avon train services into the franchise extension contract. However, this did not come in to effect until 2016. **Tees Valley** received assurances that Northern Rail would continue to serve the new James Cook University Hospital Station, and maintain the new infrastructure there and at other Tees Valley stations. Services to the new station, including enhancements, were later specified in the new Northern franchise with a new train operator, from April 2016, but some service improvements still won't be introduced until late 2019.

Monitoring and evaluation

12: You may need to think creatively about how to capture relevant data to monitor and evaluate rail-related initiatives.

Projects had to find solutions to the reluctance of TOCs to share detailed passenger data that might be commercially sensitive, and to gather data from commuters dashing to catch a train or eager to get home. **Swindon** used face-to-face surveys with off-peak and leisure travellers, who tended to have more time, but with commuters and business travellers they used online and paper surveys that could be completed on the train, at work or at home. **Devon** analysed CCTV footage to count users entering and exiting the station, and undertook cycle parking counts to assess use of cycle parking facilities at stations. **Wiltshire** added stations to its set of traffic count locations.

Projects felt it was valuable to continue monitoring after the end of LSTF funding to capture the effects of improvements that might take time to influence rail users, particularly where capital improvements were completed towards the end of the project.

CASE STUDY: INCREASING RAIL TRAVEL AT HYKEHAM STATION

Access LN6 – Lincolnshire County Council^{xxv}

<i>Target area:</i>	South-west Lincoln and Hykeham (pop. 30,000) – urban fringe
<i>Funding:</i>	£7.9m total – £5.2m LSTF (whole project spend – about £840k was rail-specific – wider activities also promoted rail)
<i>Local context:</i>	Fast-growing employment area – congestion – disjointed sustainable transport network limited travel choices
<i>Target audience:</i>	Local residents – incoming commuters
<i>Target locations:</i>	Hykeham Station
<i>Target modes:</i>	Train (plus bus – walking – cycling – car-share as part of wider project)

HYKEHAM’S MENU OF ACTIVITIES

<p>New stations & services</p>  <ul style="list-style-type: none"> • Stopping services increased from 8 to 30 per day 	<p>Better stations</p>  <ul style="list-style-type: none"> • CCTV installed • New lighting • New signage 	<p>Better interchange</p>  <ul style="list-style-type: none"> • No.44 bus service(s) extended to serve the station • New off-road 4km shared use route connecting to Teal Park business district (including two toucan crossings) • Improved cycle parking (including bike maintenance station) • Bike hire dock (8 bikes) • Car park resurfacing (20 spaces) 	<p>Raising awareness</p>  <ul style="list-style-type: none"> • Personalised travel planning (9,479 households contacted)* • Workplace travel planning initiatives* • School travel planning initiatives* • Community events and engagement*
---	--	---	--

WHAT WAS ACHIEVED

- Hykeham Station annual patronage: 23,262 (2009/10) → 70,616 (2014/15)
- Daily users of Hykeham Station: 64 (2010) → 143 (2014)
- Daily cycle flows on Station Road: 172 (April 2012) → 332 (April 2014)
- Bus service No. 14 patronage ↑ 10% from 174,121 (2011/12) to 192,781 (2014/15)

MAKING OVER A NEGLECTED AND UNDER-USED STATION

Prior to the Access LN6 project, Hykeham Station was underutilised, with only 64 passengers using it each day in 2009/10 (23,262 annually). Only eight trains a day called at the station and, in the words of the project representative, it was: “...unappealing, unfriendly and users probably felt a little unsafe.” It was not valued as a community asset and “although it was there people didn’t necessarily know it was there or what services ran from it.”

Since 2012 Hykeham Station has been developed into a multimodal transport hub, serving a fast-growing employment area on the outskirts of Lincoln (where Access LN6 was focused on creating better sustainable transport options in order to reduce local congestion).

Access LN6 worked with London Midland (the train operating company) to make better use of spare capacity on the Castle Line and now 30 trains a day stop at the station. They improved signs and lighting, resurfaced the car park and installed CCTV. The station is now described by the project’s representative as: “...a lot more inviting and ‘visible’; it is now looking and feeling good!” Many more people are now opting to travel by train. By 2014/15, the number of passengers had risen to 143 per day (70,616 annually).

Improvements to local walking, cycling and bus routes connect Hykeham Station to nearby commercial and residential neighbourhoods, such as Teal Park business park. The station has a bike hire docking station, part of the city’s new ‘hirebike’ scheme. This means people now have more options for travelling sustainably to and from the station. Cycling is an increasingly popular option, with the number of cyclists using Station Road almost doubling between 2012 and 2014.



Hykeham Station is now a more inviting gateway to fast growing industrial and commercial areas on the south-west of Lincoln.

Pictured (L-R previous page): Timetable of more frequent services; Hykeham Station platform; ‘hirebike’ dock; personalised travel planning with a local resident. All credits: Lincolnshire County Council.

* Denotes initiatives undertaken as part of the wider Access LN6 programme, which promoted rail travel and travel to Hykeham Station alongside other sustainable transport.

7 Helping job-seekers into work



Credits (clockwise from top left): Transport for Greater Manchester, Liverpool City Region Combined Authority; Centro, Cornwall Council

A quarter of LSTF projects included substantial activity to help unemployed people access jobs.

At least 73,900 job-seekers received some form of support as a result of LSTF-funded schemes.

How projects helped job-seekers into work

Unemployed people face transport barriers when trying to get a job: expense of public transport; employment sites accessible only by car; and not knowing the travel options to unfamiliar locations.

The **PROJECT DESIGN MENU** below summarises the variety of ways that projects tackled these barriers.

As well as helping job-seekers get *to* jobs, training and interviews, some projects helped job-seekers *get* jobs through community-based sustainable travel activities which equipped long-term unemployed people with new skills, qualifications, or confidence. One project assisted local transport sector employers to recruit from a wider pool of people and helped unemployed people get training to enter those jobs.

For more information on how projects helped job-seekers into work see the **ACTIVITY SPOTLIGHT** on helping job-seekers into work in **APPENDIX 1E** of the companion report.

PROJECT DESIGN MENU E: HELPING JOB-SEEKERS INTO WORK

Providing free or discounted public transport <ul style="list-style-type: none"> Free one-day travel passes for travel to interviews / training Free 1-3 month travel passes for initial period in new job Half-price travel pass for people who are out of work 	Providing access to a bicycle or moped <ul style="list-style-type: none"> Free new / refurbished bicycles Low cost moped hire Low cost cycle hire Compulsory Basic Training (for mopeds) Cycle training Cycle maintenance skills
Offering personalised travel advice and training <ul style="list-style-type: none"> Personalised journey planning for job-seekers Travel surgeries to signpost job-seekers towards other services Training Jobcentre Plus advisers so they can give better travel advice Independent travel training Mentoring of job-seekers 	Supporting unemployed people as part of the wider community <ul style="list-style-type: none"> Bus services to hard-to-reach employment sites Community transport services to hard-to-reach employment sites Led walks and cycle rides (to build confidence in people remote from the job market) Training and recruitment programmes for employment in the transport sector

What was learnt about helping job-seekers into work

Thirteen lessons on delivery of job-seeker support projects are summarised below, mainly based on discussion with officers from five LSTF projects for whom this was a significant focus^{xxvi}.

For more detail on these lessons see the **LEARNING SPOTLIGHT** on job-seekers in **APPENDIX 2E** of the companion report.

Targeting

1: It's best if your job-seeker support project covers a wide geographical area, so you can publicise it widely and won't have to turn people away if they live in the wrong postcode.

Centro found that offering its Workwise service right across the West Midlands, rather than just in the most deprived areas, meant job centres were more willing to publicise it, because they no longer had to worry whether a claimant would be eligible. **Tyne & Wear** expanded its 'Wheels to Work' project to the whole area after finding the main need was amongst people who worked shifts when public transport was not running, rather than just in rural areas distant from the metro system.

Partnerships

2: It takes a long time to build relationships with Jobcentre Plus. To get things running quickly, concentrate on social enterprises, voluntary organisations, Work Clubs and major local employers.

Blackburn with Darwen advised that where the relationship with Jobcentre Plus was not yielding, the best strategy was to develop other partnerships: in their case, with social enterprise Bootstrap Enterprises, 13 Council-run Work Clubs, and the probation service. **Merseyside** and **Centro** had good relationships with Jobcentre Plus, but these had taken time to establish and pre-dated the LSTF.

Tyne & Wear found it beneficial to work with major employers' training schemes, so recruiting employers knew trainees without cars would be able to get to work. At Nissan, on the edge of Sunderland, those on the training programme automatically receive access to 'Wheels to Work'.



Greater Manchester's 'Train, Learn, Drive and Earn' scheme gave jobseekers 12-weeks of professionally accredited training as community transport volunteer drivers or support staff. By September 2015, 50 trainees had completed the course; 35 of whom subsequently secured employment.

Credit: Transport for Greater Manchester

Finding the right niche

3: Don't duplicate what others are doing. Look to meet unmet need – for example, supporting people who have 'slipped through the net' offered by mainstream services.

Blackburn with Darwen mainly worked with long-term unemployed people who 'didn't fit' the support structures offered by Jobcentre Plus and Work Programme providers. **Merseyside** also felt long-term unemployed people remote from the jobs market were an important group to support.

In contrast **Centro's** Workwise project focused on people who were 'work ready': for example, those who had recently left education, or just lost a job. It did not provide free tickets to people who were on the Work Programme, which had its own budget to meet travel needs.

MAKING A DIFFERENCE: KNOWSLEY CONNEXIONS IN MERSEYSIDE

In **Knowsley**, LSTF funded a travel adviser based within Knowsley Connexions, whose job was to remove travel barriers for young people who were not in education, employment or training (NEETs). Over three years, the travel adviser supported 450 young people, of whom 317 went into education, employment or training. The adviser described an example of how their help made a difference:

"Ashley, 18, was having housing and family problems, which had left him living in a hostel. He was not in education, employment or training, but was working with his Connexions adviser to try and move forward. He was interested in achieving his Fork Lift Truck licence, and gained a place on a course. However, it was full time and unpaid for three weeks and Ashley couldn't afford the travel costs. The travel adviser in Connexions was able to provide a journey plan and travel pass to enable Ashley to get to the course. Ashley completed the course successfully and has gained his Reach and Counterbalance licences."

Supporting the 'work ready'

4: Help with the cost of travel can make a big difference to whether an unemployed person is able to accept a job offer.

Tyne & Wear felt job-seekers who were 'work ready' had less complex needs, and simply helping with travel costs might be enough to get someone back into work. **Centro** found that nearly half of the people who received support from Workwise would not have been able to take their new job if they had not received help, mainly because they did not have enough money for public transport.

Supporting long-term unemployed people

5: For people who have been unemployed for a long time, the offer of a free bus ticket can provide a 'way in' to a relationship – but beyond that, you should be prepared to offer other help, support and mentoring. This requires highly committed, empathetic staff.

People unemployed for a long time may face many issues, and a free bus ticket won't fix everything.

Blackburn with Darwen emphasised the need for advisers with good local knowledge and good life skills, who are compassionate and good at motivating people – and who will not take no for an answer. It is good if they themselves have been unemployed. Blackburn with Darwen developed its support for long-term unemployed people into a mentoring service that addressed wider issues.

Creating a clear 'offer'

6: Offering free public transport for the first month in a new job is highly recommended – as well as helping people take up job offers, it can lead to a long-term increase in bus use.

The headline 'offer' in most projects was free public transport passes, including day tickets for travel to interviews or training, and one month passes for people starting a new job. Monitoring by **Centro** (see **CASE STUDY** on **PAGE 54**) suggested free tickets had increased long-term bus use.

7: Small projects can respond to each client's needs on an individual basis. But as your project grows, it will become less personal and you will need to set eligibility criteria.

At **Centro**, people starting a new job could receive a free travel pass for up to two months, but were not eligible if they had already received one during the previous 12 months. On **Merseyside**, only people starting a job with at least a three month contract were eligible for free travel. Smaller LSTF projects were more able to be flexible on a case-by-case basis. **Blackburn with Darwen's** officer said: "I always check exactly what is required – if someone gets a job, I can give them a free ticket for the first week, or the first month, depending on when they are due to get paid."

8: Personalised information on travel options to get to a job, training or interview is an essential ingredient – people find it hard to work out the best way of getting to an unfamiliar location.

At **Centro**, every free travel pass sent out by Workwise was accompanied by a personalised journey plan. In **Tyne & Wear**, the organisation providing the 'Wheels to Work' moped hire found that many people who came to them for a moped had a public transport option for travel to their new job, but were not aware of it. They therefore also provided help with journey planning.

9: 'Wheels to Work' projects tend to find that mopeds are more popular than bikes or electric bikes – although all three should be offered.

Fewer projects offered bicycles to job-seekers, and the feedback from these was varied. 'Wheels to Work' hire schemes tended to have lower uptake of bicycles (or electric bikes) than mopeds.

10: Rather than giving or hiring bikes to job-seekers, it may be better to train unemployed people to refurbish and keep a bike – gaining a skill and qualification as well as a means of transport.

Middlesbrough's Bike Academy was set up by the Council with a local charity. Second-hand bikes were donated by the public and unclaimed bikes were passed on by the police. Unemployed people were taught how to refurbish a bike, which they could keep. They received a cycle maintenance qualification; were trained to ride on-road; and were provided with safety equipment.



After completing an apprenticeship with South Yorkshire's CycleBoost project, Lewis Dennett became a fully-qualified CyTech Level 2 bike mechanic and got a full-time job at a local bike shop.

Credit: BDRS Combined Authority

Strategic development

11: As your job-seeker support project grows, you will be able to use it to get 'a seat at the table' with bodies concerned about employment and the local economy.

Merseyside had a seat on the Employment and Skills Board for Liverpool City Region. This meant that: *"Whatever employability programmes come into the region, we've got a seat round the table, and we can influence how money will be spent on job-seekers"*.

Creating a long-term legacy

12: By training frontline advisers, you can have a multiplier effect, and ensure the long-term impact of your project.

TfGM ran half-day travel advice training sessions with 420 advisers from Jobcentre Plus, Work Programme providers, Work Clubs and community groups. **Leicester** ran training sessions for 360 Jobcentre Plus staff. **Merseyside** worked with community organisations, to equip them to provide journey planning and point job-seekers to the free bike to work and 'loan to buy' moped scheme.

Monitoring and evaluation

13: Monitoring of job-seeker support projects is very challenging, but it is worthwhile persevering because it will provide evidence to help secure long-term funding.

Centro sent all clients a baseline survey (by post) with their free travel pass, and a follow-up survey 6-9 months later. There was a £50 prize draw each quarter. Despite this, response rates were low. **Centro** found a high proportion of those who had stayed in employment were still travelling to work by bus 6-9 months later^{xxvii}. This evidence persuaded bus operator National Express to pay half the cost of the first travel pass given to each client. **Centro's** monitoring also provided evidence that many people helped by Workwise had taken up jobs that they would not otherwise have been able to accept.

Eight other LSTF Large Projects undertook post-intervention job-seeker surveys. These also only obtained small numbers of responses. However, taken together, they suggested job-seekers were making trips they would not otherwise make to interviews, training and work placements; were accepting job offers they otherwise would have had to turn down; and were staying in work they may otherwise have left^{xxviii}. This evidence suggests it would be worthwhile for future job-seeker support projects to budget jointly for a larger-scale survey of job-seekers who receive support.

CASE STUDY: WORKWISE – SUPPORTING JOB-SEEKERS**Smart Network, Smarter Choices – Centro**

<i>Target area:</i>	West Midlands (pop. 2.6 million) – major conurbation
<i>Funding:</i>	£39m total – £28.9m LSTF (whole project spend – about £2.5m was specific to Workwise)
<i>Local context:</i>	Mix of affluent and deprived areas – ethnically diverse – above-average unemployment
<i>Target audience:</i>	Unemployed people
<i>Target locations:</i>	30 Jobcentre Plus – other voluntary organisations
<i>Target modes:</i>	Public transport (plus other modes as part of wider project)

HOW WORKWISE GOT PEOPLE INTO WORK

- Free one-day travel passes for travel to interviews (6,472 passes issued to 4,590 people)
- Free travel pass for first 1-2 months of new job (14,920 people)
- Personalised journey plans sent out with every travel pass
- Trial offer of free refurbished bike, plus cycle training and equipment
- Tailored help for job centres and Work Clubs (e.g. running travel information sessions for groups of unemployed people)

WHAT WAS ACHIEVED

Six months after receiving support from Workwise, surveys of clients found^{xxix}:

- 73% were still in employment
- 46% of those in employment would not have been able to accept their job without help from Workwise, mainly because they did not have enough money for public transport
- 81% were travelling to work by bus, 10% by car (even though 30% had access to a car)
- 77% thought the Workwise service was 'very good'

Estimated cost savings of £124-£233 per client were made supporting them through Workwise with a monthly travel pass to an employment opportunity, compared to supporting them with Job-Seekers Allowance over the same period^{xxx}.

HOW WORKWISE DEVELOPED

Centro's Workwise project began in 2003. Initially, a Workwise project officer was based in job centres in two pilot areas, so that Centro could understand how the job centres' processes worked, and develop a system that worked well for them. The Workwise officer had direct contact with job-seekers, and issued them with a one-day travel pass for job interviews, or a monthly pass if they were starting a new job.

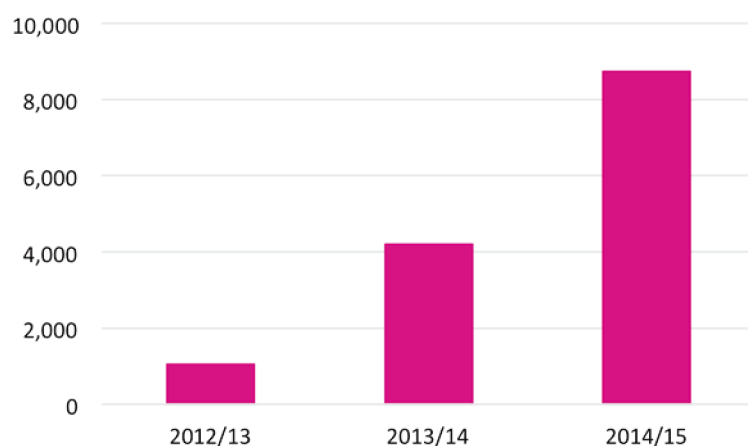
In its early days, prior to LSTF funding, the project focused on just the most deprived communities. This was a limitation, because many unemployed people elsewhere were excluded and the service could not be widely advertised.

LSTF funding made it possible to extend Workwise, so it covered all 30 job centres in the West Midlands. This led to a big increase in the number of people Workwise was able to help.

As it grew, the project adopted a more centralised approach: Jobcentre Plus and other referral partners (such as community organisations) now identify clients who are in need of support and pass on their details to Workwise, who post out a free travel pass, personalised journey plan and timetables, and baseline survey. Clients are followed up at six months to find out if they are still in work, what difference Workwise has made to them, and how they are travelling. Most clients are still referred by Jobcentre Plus, but because it can now be more widely advertised, one in five (22%) hear about Workwise in other ways: from a poster, leaflet, newspaper, website or social media, or by word-of-mouth.

Workwise focuses on job-seekers who are 'work ready' – those who have recently left education or lost a job. It does not provide free tickets to longer-term unemployed people who are on the Work Programme, since other budgets are available to provide travel assistance to this group.

The project has continued to experiment and develop its services. LSTF funding enabled a pilot project in which job-seekers were offered a refurbished bicycle, cycle equipment and cycle training up to £120, but this was felt not to have worked well, mainly because the recipients did not feel that the refurbished bikes provided by a third party were very well suited for commuting trips. More recently, Workwise has developed a curriculum resource for use with job-seekers in Work Clubs, showing people how to budget and plan for travel on the bus.



Workwise grew significantly over the three years of LSTF support. It also exceeded its targets, helping 14,920 people into work against a target of 9,300.

Pictured (previous page): A Workwise adviser with some of the resources used to engage job-seekers at a jobs fair.
Credit: Centro.

8 Marketing sustainable travel



Credits (clockwise from top left): Birmingham City Council, Bournemouth Borough Council, Southampton City Council, ibid, Cumbria County Council

All projects delivered activities to make people more aware of local sustainable transport options.

393,700 households were contacted through residential personalised travel planning. Of these, 206,100 requested tailored sustainable transport services or information.

How projects marketed sustainable travel

Projects made people more aware of their sustainable transport options by signposting people to sustainable transport routes and services; providing information and resources for planning sustainable transport journeys; and articulating the benefits of choosing sustainable modes.

What each project had to say (their 'messages'), who they said it to (their 'audience') and where they said it (their 'channels') varied – depending on the needs and opportunities of their local area and target audience.

Some projects undertook audience research to inform their marketing plans. Many timed campaigns carefully, for example to coincide with the launch of new services, or the best times of year for cycling and walking. The majority of projects created a strong umbrella brand for all of their LSTF activities and products.

The [PROJECT DESIGN MENU](#) below summarises projects' marketing activities, considering the management tools, the physical resources, and the communication channels that projects used.

To learn more about how projects marketed sustainable travel see the [ACTIVITY SPOTLIGHT](#) on marketing sustainable travel in [APPENDIX 1F](#) of the companion report.



An electric car purchased by a local business through Stoke on Trent's business grant scheme, branded to act as a mobile advisement for the project and the benefits of low carbon cars.

Credit: Stoke-on-Trent City Council

PROJECT DESIGN MENU F: MARKETING SUSTAINABLE TRAVEL

TOOLS	RESOURCES
<ul style="list-style-type: none"> • Brand identity / brand guidelines • Marketing strategy (incl. audience research and key messages) • Annual marketing plan / calendar • Photo library (incl. local images) • Press releases / photo opportunities 	<ul style="list-style-type: none"> • Leaflets / brochures / posters • Maps / timetables • Leisure itineraries (e.g. leisure cycling routes, car-free days out) • Branded 'giveaway' items • Incentives (e.g. free bus taster tickets)
CHANNELS	
Digital media	Direct marketing
<ul style="list-style-type: none"> • Websites • Journey planners • Mobile phone travel apps • Mobile phone game apps • Social media (e.g. Twitter, Facebook) • Blogs • Videos (e.g. YouTube) 	<ul style="list-style-type: none"> • Personalised travel planning (residential, workplace) • On-street travel advisers • Direct mail • Door-drops • Events / festivals • Workshops / conferences • Information stands • Competitions • Challenges / pledges • Newsletters / e-bulletins • Word-of-mouth
Advertising and local media	Community outlets
<ul style="list-style-type: none"> • Printed press & radio <ul style="list-style-type: none"> • News stories • Editorials • Regular features / columns • Sponsorship • Advertising <ul style="list-style-type: none"> • Printed press • Radio • Online • Outdoor (e.g. bus stops / street lamps / billboards / bus backs / vehicle livery / petrol pumps) 	<ul style="list-style-type: none"> • Workplaces • Schools, colleges, universities • Rail stations • Hospitals • Visitor attractions • Job centres • Community centres • Leisure centres • Libraries • GP surgeries • Estate agents • Tourist Information Centres

What was learnt about marketing sustainable travel

Ten lessons from LSTF awareness-raising activities are summarised below, drawing particularly on discussions with six LSTF projects^{xxxii}.

For more detail on these lessons see the marketing-focused **LEARNING SPOTLIGHT** in **APPENDIX 2F** of the companion report.

Strategic development

1: A sustainable transport project must have a travel awareness element, which should be integrated with the rest of the project.

Projects found marketing was integral to the success of other activities and *vice versa*.

For example, when the new X2/3 Portishead-Bristol bus service started, **WEST** boosted it with a free ticket offer to 6,400 addresses, plus media advertising and a launch event.

Projects advocated involving a project's marketing team in planning other activities – to ensure marketing messages and activities were built in to them, and so that the needs and opportunities of activities across the project could be integrated into the overall marketing strategy.

2: Delivering travel awareness requires a significant budget and staff with the right skill set.

Some projects underestimated the resources needed for initial market research and to develop a marketing strategy.

Transport specialists are not always the best people to deliver this element of a project. For example, one transport consultancy supplying PTP initially carried out door-knocking between 9am and 5pm, when the commuter target group tended not to be home. Earlier input from the marketing team or a tender emphasising marketing and communications over transport would probably have helped.

Some projects relied on their local authority's existing communications team. **Birmingham** recruited specialist marketing staff to the LSTF project team. **Tyne & Wear** recruited some experienced marketers but also outsourced some specialist marketing. **Swindon** and **Thurrock's** experience of outsourcing was that while this provided staff resources, the contractual relationship was inflexible. **Swindon** brought delivery of its PTP scheme in-house, to gain flexibility and invest time in delivery rather than procurement.

Targeting

3: Research your target audience to identify the best channels to reach them and the best messages to relate to them.

Centro used MOSAIC data and the knowledge of its communications team to profile the people living in its ten target corridors. **My Journey**^{xxxiii} used MOSAIC data to create marketing profiles, as well as used attitudinal data and behavioural theory. But they cautioned that: “*not everyone is moving through the model's stages at the same time*”.

MAKING A DIFFERENCE: PERSONALISED TRAVEL PLANNING IN YORK

In **York**, personalised travel planning contacted 12,200 households, and also engaged residents at community events. 7,067 residents signed up to receive travel information, take a personal challenge to travel differently, or join the online club 'MyTravelYork'. A survey found 23% of respondents walked more, 17% cycled more and 13% used buses more; 17% used their car less^{xxxiii}.



York resident Helen Brown took up the offer of PTP at a community event.

Credit: City of York Council

The i-Travel York project reported that:

“With rising motoring costs and a change in personal circumstances, Helen needed cheaper ways to get around York. Like many people who rely on their cars, she didn’t know where to start, so she and her children found themselves becoming less active and going out less.

Our i-Travel York Adviser talked Helen through her different travel options, as well as issuing her with a free ‘AllYork’ taster ticket for the bus, challenging her to use it for a week. The family enjoyed the ‘Green Explorer’ challenge, visiting tourist attractions using the bus, bike or on foot. They commented it had been easy because the adviser had explained the bus routes. Helen says her life has been transformed by using bus services and she now goes out more.

Helen and her family now also cycle, both for leisure and to school. Helen was pleased to learn it is possible to go a lot further along York’s cycle paths than she had ever realised.”

Creating a clear approach

4: Be consistent in your branding. A specific local brand can be valuable.

Many projects developed a sustainable transport brand for their locality. Some found it useful to share a brand with neighbouring authorities where travel patterns crossed the boundary. Some projects which already had strong non-transport brands for their areas (e.g. **New Forest’s** tourism brand) worked within those brands rather than create another brand.

To maximise brand awareness projects used their brands for all customer-facing activities – even those run by external partners. For example, **Tyne & Wear** had guidelines on the use of their ‘Go Smarter’ branding and key messages, with a sign-off process and monitoring for partners using the brand. The **Lake District’s** brand identity was available in a range of colours, so delivery partners could select a version that complemented their own branding.

5: Create a 'buzz' that something is happening with sustainable transport; let people know why they should, and how they can, get involved.

Marketing activities conveyed a range of messages. The main purposes of these messages were: to promote the brand; sell the cost and lifestyle benefits of sustainable travel; signpost people to the projects' services; provide travel information and advice; and promote incentives and offers. Sometimes messages were promoted singly, but often marketing activities layered several messages together.

Timing of messages was key. **Darlington's** 'Local Motion' campaign took a seasonal approach. 'The Big Summer' aimed at promoting walking and cycling activities to families; in the autumn it ran a travel safety campaign for all travellers; and in the New Year it targeted car commuters to make a change.

6: Tailor your messages to highlight the health, wellbeing, financial and time-saving benefits of switching to sustainable transport.

The **Lake District's** 'Drive Less See More' marketing highlighted how bus travel or cycling gave visitors more chance to enjoy the view. Visitor surveys in the Lake District showed greater mode shift in the years most visitors indicated they chose sustainable transport as 'part of the visitor experience'.



As drivers were about to pay for a tank of petrol West Sussex told them how much money they could save by car sharing. It advertised on pumps at three petrol stations in Chichester and Horsham.

Credit: West Sussex County Council

7: You will need a variety of channels to reach your target audiences and may need to be flexible.

Centro found it could reach businesses via local media but that outdoor advertising was a better way to alert job-seekers to Workwise services.

A number of projects moved from printed materials to more flexible online channels.

Projects were opportunistic. **Staffordshire** launched their 'Big Commute' campaign following Severn Trent Water's announcement of year-long roadworks and diversions in Stafford. The project used the news to launch travel clinics with employers for their staff to hear about other travel options and receive bus taster tickets.

Making best use of digital media and word-of-mouth

8: Digital media offers great potential, but specialist skills may be required to keep up-to-date.

On apps, projects advised using existing applications for services like journey planning wherever possible, rather than reinventing the wheel. They suggested mobile versions of websites may achieve the same as an app more easily and cheaply. To be worthwhile it was felt an app must add value for the user, for example saving them time or providing real-time information.

On social media, projects highlighted the advantages of piggybacking on others' social media profiles (**Tyne & Wear** posted to NetMums about school run issues). Projects warned of the need to maintain a positive tone on social media forums, quickly redirecting complainants to a private message or email conversation. They pointed to the importance of using the right platform (for employers it might be LinkedIn, for young people it might be Instagram). They found that social media is a good way to inform, motivate and reward existing sustainable transport users, who were likely to become followers. Conversely, they pointed out the need for more traditional approaches for target groups where a high proportion tend not to be digitally savvy.

9: Word-of-mouth recommendations can be valuable, but difficult to generate. Encouraging word-of-mouth may help involve hard-to-reach target groups.

East Riding found word-of-mouth recommendations helped break down trust and language barriers, which initially hampered engagement from some of Goole's less well-off and migrant communities.

My Journey and **Centro** experimented with recruiting sustainable transport 'advocates' on social media. **Thurrock** recruited four volunteer advocates to carry out PTP in the local community. This approach requires careful selection and training to ensure advocates are suitable brand ambassadors.

Monitoring and evaluation

10: It may not be possible to isolate the effect of awareness-raising activities on travel behaviour. But where possible, pre- and post-intervention surveys are valuable.

The effect on travel behaviour from marketing activities alone is likely to be hard to detect wherever these take place in conjunction with other interventions that improve the available travel options.

However, the effects of some awareness-raising activities can be identified. Pre- and post-intervention travel surveys are possible for activities such as residential PTP or challenge events, which can be planned so that participants are surveyed at first contact before they get involved.

CASE STUDY: RAISING TRAVEL AWARENESS ACROSS A REGION

My Journey – Hampshire County Council, Portsmouth City Council, Solent Transport & Southampton City Council

<i>Target area:</i>	Hampshire's six 'Sustainable Travel Towns' ^{xxxiv} and South Hampshire, including Portsmouth & Southampton (combined pop. 1.7 million)
<i>Combined funding:</i>	£50.2m total – £31.1m LSTF (whole project spend – about £2.5m was for awareness-raising)
<i>Local context:</i>	Four neighbouring projects – overlapping interests in the Hampshire and Solent live-work area
<i>Target audience:</i>	Residents – commuters – visitors
<i>Target locations:</i>	Workplaces – schools – rail stations – bus stations – ferry ports – colleges – universities – job centres – community centres – GP surgeries – estate agents
<i>Target modes:</i>	Walk – cycle – bus – train – ferry – car-share – car club – electric vehicles – freight

THE MY JOURNEY MARKETING PACKAGE

- Regional My Journey brand identity, with local variations^{xxxv}
- Regional My Journey website, including three local domain name variations^{xxxvi} and integrated journey planner
- Regional social media (Facebook 1,758 likes / Twitter 1,935 followers)^{xxxvii}
- Three marketing campaigns annually, including 'Pledge My Journey' (37,000 pledges)
- 'Fix My Journey' loyalty scheme, earning social media users rewards for sharing My Journey content (1,430 'advocates' took part)
- Area-wide marketing campaigns, complementing local, project-specific campaigns and activities



WHAT WAS ACHIEVED (BY END OF 2015)

- 52% of website users who completed an online poll said My Journey had helped them to use their car less^{xxxviii}
- The website has been used 430,500 times by 335,700 different people^{xxxix}
- My Journey brand awareness:
 - Hampshire Sustainable Travel Towns: 23%
 - Portsmouth: 45%
 - Southampton: 53%

A STRATEGIC FRAMEWORK FOR SOCIAL MARKETING

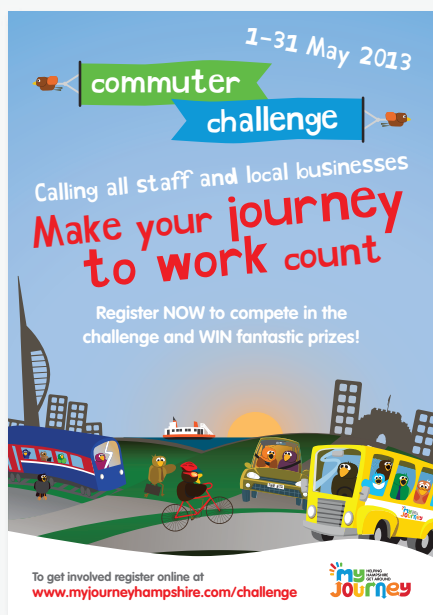
Hampshire and Southampton (LSTF Tranche 1 projects) recognised that many residents regularly travelled between the two projects' target areas on commuting, education, shopping and leisure trips. They decided to develop a shared brand identity and joint approach to marketing, including a

shared website, social media presence and joint campaigns. This provided residents with consistency, while also providing efficiency savings. Solent Transport (a Large Project) and Portsmouth (a Tranche 2 project) also became involved later.

All four projects had their own awareness-raising workstreams and complementary marketing campaign schedules, led by marketing and communications specialists working in each project team. They used local versions of the 'My Journey' brand identity for all their public-facing resources and activities. A regional Marketing Coordinator worked across all four projects to: develop shared My Journey tools; run joint campaigns; maximise cost-effectiveness and economies of scale; and promote shared learning and best practice.

As the project representative put it: *"Traditionally, awareness-raising for transport has been quite passive; simply communicating to people "We have done x". With LSTF projects there has been a need for proactive marketing; running big campaigns to engage people and persuade them to actually do something. So although our joint, marketing-led approach charted new waters for the partner authorities and has involved a fairly steep learning curve, we needed to be radical if we were to use our LSTF funding effectively."*

The partners think their approach paid off. Although their travel awareness activities will be reduced when LSTF funding ends, they will continue the brand, websites and social media presence as the 'front of house' for sustainable travel across the region. They also plan to create a 'centre of excellence' to share their marketing knowledge with other authorities and organisations.



Local landmarks such as Portsmouth's Spinnaker Tower, the Bargate Monument in Southampton and Solent ferries were often featured in the design of My Journey marketing materials. This reinforced the 'local' nature of the brand, giving it greater resonance with local residents.

Pictured (previous page): Local variations of the My Journey brand logo. All credits: Hampshire County Council, Portsmouth City Council, Southampton City Council and Solent Transport

9 Strategy and leadership

Learning points on strategic project leadership have been drawn from a discussion with officers from six LSTF projects^{xl}. Additional material was obtained from thematic discussions with other LSTF projects, and from discussion with DfT officials with an overview of the programme.

Sixteen lessons suggested by this experience are discussed below, grouped according to project preparation, project delivery, project monitoring, and programme level issues. More detail is given in the **LEARNING SPOTLIGHT** in **APPENDIX 2G** of the companion report.

Lessons for the project preparatory phase

Targeting: choosing where to work

1: Target your project carefully. Choose geographical areas where there is the most potential for change, and where the project has strong community and political support.

County councils typically chose between one and three urban centres. **East Yorkshire** selected the small town of Goole as the focus for its project, because it was earmarked for growth; was quite self-contained; had a demographic and travel patterns that offered good potential for modal shift; and had enthusiastic support from local councillors and the local MP.

Some urban unitary authorities focused on a tight geographical area within their town. **Brighton & Hove** chose to work intensively on a single major corridor (the Lewes Road). This corridor was chosen because some major ‘trip attractors’ were sited along it; because a lot of short journeys were made along it by car; and because the road was a barrier to sustainable travel for local residents.

Other urban local authorities adopted a strategic ‘town-wide’ approach to make their public transport network more attractive overall, and commonly undertook activities such as developing a public transport smart card and real-time passenger information (e.g. **Solent Transport**).

Level of ambition

2: There is a trade-off between ambition and deliverability. If funding is only available for a short time period, or councillor support is lukewarm, you will need to focus on something that you know you can deliver. But if you have a longer funding period, and solid political recognition of the value of sustainable transport, then aim high.

In **Nottingham** there was longstanding support for sustainable transport. This enabled officers to be more ambitious, but they had to balance investing for the long-term against time-limited funding:

“The first tranche of LSTF funding was for three years, so we could be ambitious. But if it is only one year [as in the LSTF extension funding for 2015/16], you have to do something you can deliver. During the first round of LSTF, we put a lot of effort into developing a smart card...all the work we’ve done will be beneficial, but this is a long game; we’ll need more to make it as effective as it could be.”

Planning the project

3: Thorough desk-based research in the preparatory phase, to understand travel patterns and barriers to behavioural change, will pay off in the delivery phase.

When preparing their LSTF bids projects asked questions such as:

- Where are the key ‘trip attractors’? (e.g. large employers, universities, shopping centres, rail stations)
- Where do the people using these destinations come from?
- How can the existing walking, cycling or bus routes between these locations be improved, and are new walking, cycling or bus routes required?
- What barriers are preventing people using sustainable modes of travel?
- Are there some groups of people who may be more open to change?
- What interventions could provide a ‘step change’ in the overall quality of the transport network?

Lessons for the project delivery phase

Moving from plan to reality

4: Once funding has been approved, take time to do a strategic ‘reality check’ that the promised schemes really look deliverable – and be prepared to be flexible and adapt your project if need be.

Projects typically involved a complex mix of small interventions, reliant for their effective delivery on a number of partners. This is more challenging than delivery of a single large infrastructure scheme.

“We were going to do a lot of work with universities, but it was difficult to even get them to respond. As you get into delivery it quickly becomes clear whether you are able to target a particular group. A letter of support at bid stage does not necessarily translate into wanting to work with you.”

Determinants of success

5: Having an experienced project manager with a track record in successful delivery of sustainable transport schemes will increase your chance of success. An experienced project manager will know how much time is needed for the different stages of the project, and will be able to foresee potential pitfalls and work out how to avoid or deal with them.

Looking at LSTF projects that had struggled, DfT officials noted a few common issues. They had less experienced or skilled project managers; they underestimated time required for formal consultation processes; they gave insufficient attention to contingency planning and risk management; and they were unrealistic about timescales for delivery of complex initiatives.

The most successful projects had strong local buy-in from Councillors and MPs, and were initiatives that local people really wanted. LSTF projects were also more likely to succeed where the policy context was supportive. For example, where poor land use planning decisions had led to employment sites in car-dependent locations, it was more challenging to build bus patronage. It was also easier to encourage bus travel in places where this was not undermined by cheap parking.

6: Projects that have grown out of a pre-existing partnership (e.g. with employers or a university) are more likely to succeed than projects where there is no pre-existing relationship.

“Get your projects out of the partnerships, do it that way round; rather than coming up with a project and then trying to form a partnership.”

This has important implications as local authorities reach the end of their LSTF projects: it is valuable to maintain relationships and activities, if only at a ‘care and maintenance’ level, to provide a basis for future work, even if that is not an immediate prospect.

7: Experimental initiatives may not work straight away. You need to be persistent and adaptable.

Most LSTF projects found that initiatives either ‘took off’, or didn’t. In many projects, there was an element of ‘suck it and see’ – try something out, and if it doesn’t work well, change it. This theme emerged in discussion of a wide range of activities, including cycle loan schemes, workplace PTP, and development of new bus services to inaccessible employment locations.

In-house versus outsourcing

8: Keep your core delivery team in-house. This gives more flexibility, builds on your team’s existing familiarity with the area, and means that when the project ends, you will keep the learning and the relationships you have built up...(but see also LESSON 9 below).

Swindon outsourced its PTP work in the first year but then brought it back in-house:

“...delivering in-house had distinct advantages: there was no need for a lengthy procurement exercise; the officer team had complete control over the methodology and was able to tailor it to suit the local circumstances and needs of the project; the team was able to recruit a coordinator who had excellent local knowledge and was permanently based in the project office; the team was able to respond more quickly to ideas and suggestions and was not bound by a rigid external process.”

9: ...However, there may be specific initiatives that could be better delivered by a social enterprise at arms-length from the council. Sub-contracting to local consultancies who know your area and with whom you have a longstanding relationship can also work well.

For **Nottingham** “working with the third sector and community organisations has been a big thing”, and **Gloucestershire** and **East Yorkshire** found it worked well to use social enterprises to loan or refurbish bicycles. Use of consultancies seemed to work best where they knew the area well, and had a longstanding relationship with the local authority. In **Devon**, **Southampton** and other projects where consultancies were used to boost the capacity of the in-house team, it worked best to have staff seconded to spend most of their time in the council offices.

Working with sub-contractors

10: If you involve sub-contractors, you’ll need to work hard to create a sense of ‘one team’.

Strong project management and good information-sharing across multiple delivery partners was crucial. It was important to be clear from the outset whether sub-contractors should deliver their element of the project using the LSTF project’s overall branding (on staff uniforms, leaflets etc.); and to make sure that contact information generated was passed to the LSTF project.

Balance between revenue and capital schemes

11: The ‘right’ balance between capital and revenue schemes depends on your starting point – but look for synergies between the two, for example, by scheduling a big push on personalised travel planning or cycle training soon after a new cycle route has been completed.

LSTF projects varied from almost 100% capital to almost 100% revenue, with everything in between. All LSTF projects appreciated the flexibility between revenue and capital offered by the Fund. However, some commented that revenue funding can be difficult to spend wisely in a short time period, and is more valuable if it is used for projects that will have an ongoing life.

Gloucestershire used LSTF revenue funding for a PTP project that was linked to an infrastructure project funded by the Highways Agency. The PTP project got employees to change their travel to avoid disruption caused by the infrastructure works.

Brighton sequenced different types of funding, with capital schemes such as cycle infrastructure at the beginning, then revenue funding for PTP and cycle training once the cycle facilities were in place.

Lessons for project monitoring and evaluation

12: Plan your monitoring and evaluation from the outset. It's essential to keep a record of the scale of all activities on a rolling basis (e.g. quarterly), so you can work out whether any changes in 'outcome' metrics could plausibly be due to your interventions. When deciding how to measure outcomes of the project, focus your effort on metrics that would be expected to show observable change as a result of the scheme being implemented, rather than on very high-level metrics that will be affected by multiple factors.

The most useful data collected included:

- 'Before' and 'after' mode share surveys at workplaces, stations and other trip attractors
- Post-intervention surveys of recipients of LSTF services and participants in LSTF activities
- Bus and rail patronage data
- Automatic cycle count data

Continuity and consistency of data collection require careful attention. For example, automatic cycle counters must be maintained, and workplace 'before' and 'after' mode share data should only be aggregated across workplaces if the same workplaces are included in both waves of the survey.

Monitoring and evaluation will need to continue after the project has come to an end. LSTF projects pointed out this was especially necessary if infrastructure works are completed near the end of the funding period. A long-term approach to monitoring and evaluation is also needed for revenue-funded initiatives intended to change travel behaviour, for which evidence is lacking beyond follow-up surveys at a few months.

Lessons at the programme level

Merit of competitive funding rounds

13: Competitive funding rounds can stimulate local authorities to develop new expertise.

LSTF projects recognised that the requirement to develop a bid and to focus on a nationally-determined set of high-level objectives had been beneficial.

Projects also welcomed the flexibility to move money between schemes and felt the balance between Large and Small Projects was appropriate.

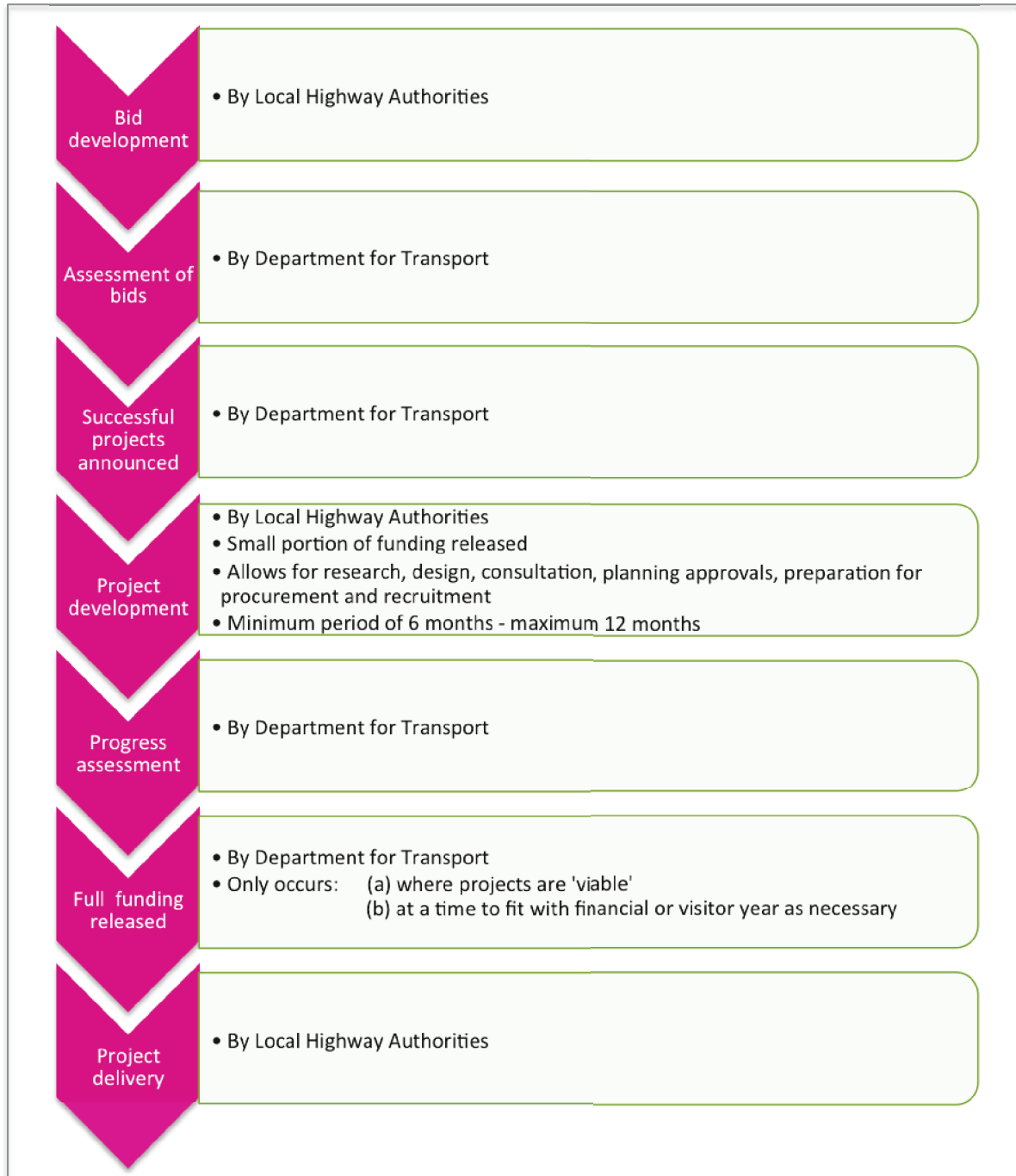
Programme phasing

14: Don't underestimate start-up times. Funding may need to be phased, with an initial development period being used to undertake design and consultation, secure planning approvals, and prepare for procurement and recruitment, before full funding is released to schemes that have shown themselves to be viable.

Typically there was a project build up period of at least six months, and up to 12 months. A high proportion of projects could not spend all their first year funding, and had to carry funds forward.

Some projects suggested it would be valuable if national funding programmes were phased, with time and seed funding for an initial 'development period' for design and consultation. Figure 9.1 shows how this might work in practice.

FIGURE 9.1: PROGRAMME PHASING TO ALLOW FOR A PROJECT DEVELOPMENT PERIOD



Programme continuity and duration

15: Continuity is important. Stop-start funding cycles lead to wasted effort and money. This can to some extent be mitigated by local authorities that have consistent political support for sustainable transport, a long-term strategy, and an experienced in-house sustainable transport team.

LSTF projects suggested that a long-term rolling funding strategy for sustainable transport is needed, similar to the five-year funding strategies for roads and rail. This would allow local authorities to build up an in-house team. One project commented that: *“Catching the expertise of people who have worked on a similar project for the last three years is so valuable...if all those people leave, you are starting the learning process all over again.”*

Local authorities that managed to maintain in-house sustainable transport teams between funding cycles were better placed to take advantage when funding arose.

Collaboration and peer-to-peer learning

16: Structured opportunities for projects to share experience and to collaborate could improve programme outcomes.

LSTF projects appreciated opportunities to share experience with each other. More opportunities for this at the early stages of a programme, and then on an ongoing basis, would be beneficial. This might be achieved through regionally-based or theme-based ‘communities of practice’ that would meet on a regular basis.

Regular contact through ‘communities of practice’ would enable cooperation, or even joint procurement, for tools such as online journey planners, apps and brands. It would also enable learning to be shared, which is particularly valuable for innovative projects such as bike hire schemes.

Long-term legacy

17: Although a time-limited programme, LSTF has provided a long-term legacy in many places. Both capital and revenue schemes offer this.

Examples of a long-term legacy that were cited by multiple LSTF projects include:

- Improvements to bus, cycle and pedestrian infrastructure
- New bus services that were pump-primed to the point where they were commercially viable
- New social enterprises that were set up to refurbish old bikes for sale at low cost providing training for unemployed people or prison inmates at the same time
- Business travel networks that have been established on a self-funding basis.

Endnotes

ⁱ A further limitation is that it was not always possible to verify quantitative information provided in Annual

ⁱⁱ Further information about the Fund is available on the DfT LSTF website at <https://www.gov.uk/government/collections/local-sustainable-transport-fund>

ⁱⁱⁱ Projects reported their expenditure by scheme elements that reflected their project management processes rather than expenditure on different modes of transport. Annual Outputs Reports did, however, indicate which transport modes were a primary focus for each scheme element. An approximate indication of how much expenditure was allocated to each mode of transport can be obtained by apportioning the total expenditure on each scheme element equally between each mode identified as a primary focus. These proportions should be considered indicative, because expenditure on a scheme element may not be split evenly between its primary foci (for example, this could happen if, hypothetically, a large number of scheme elements were identified as targeting walking and cycling, but most of the expenditure was actually on cycling). It should also be noted that the amounts will appear higher than local authorities' records of expenditure according to mode of transport, because the calculation includes spending on non-mode-specific scheme elements such as junction alterations, traffic management systems, marketing and travel planning. Where a scheme element has two transport modes identified as primary foci, 50% of expenditure is apportioned to each, etc. Some scheme elements, amounting to Department spending of £43m, have been excluded because they are defined as project management or monitoring and do not identify any transport modes as primary foci. Calculations only cover years for which primary foci of scheme elements are known, from 2012/13 to 2014/15, but this period covers 90% of the total LSTF expenditure disbursed via local authorities.

^{iv} The 37 headline indicators cover a range of modes of transport (bus, rail, cycle, walking), target locations (e.g. workplaces and schools) and types of initiative (e.g. job-seeker support and personalised travel planning). Projects reported their total outputs for these activities from the beginning of their project (either 2011/12 or 2012/13) to 31 March 2015. Figures for all projects were then added together. Condensing the wide variety of Fund activity into a small number of outputs requires categories that can be adapted to the different projects taking place across the country, so there is a margin of subjective interpretation on the part of the person submitting the data. Also, only some projects included match-funded outputs and in some cases it is possible there is double-counting with neighbouring projects. Although it has not been possible to check every locally-generated number, obvious discrepancies have been reviewed: where a number significantly exceeded the range of outputs recorded by the majority of projects, data has been checked and either verified, adjusted or discounted. Therefore the numbers given here represent a conservative estimate of the Fund's outputs. All totals above 1,000 have been rounded to the nearest 100; numbers below 1,000 have been rounded to the nearest 10.

^v Reported outputs are lower than those reported in the 2013/14 Annual Report due to (i) more tightly defined output categories in the 2014/15 Annual Outputs Survey, to differentiate more clearly between improvements to existing routes and entirely new routes, and (ii) over-reporting of outputs by some projects. The apparent discrepancy between the total new route length and combined subtotals is due to rounding.

^{vi} These figures reflect recorded total numbers of participants, which are likely to be higher than numbers of 'unique' participants: people might have used more than one of these services in their local area or attended multiple led walks/rides.

^{vii} Reported outputs are lower than those reported in the 2013/14 Annual Report due to more tightly defined output categories in the 2014/15 Annual Outputs Survey, to distinguish more clearly between improvements of different types.

^{viii} The term 'personalised travel planning' describes a service which includes a person/household interacting with a travel advisor to discuss their specific journeys and travel habits, being provided with a personalised journey plan for these journeys and in many cases being offered supporting resources/services (e.g. free bus taster ticket, cycle training). The numbers quoted for personalised travel planning represent reported totals from the 2014/15 Annual Outputs Survey for people who opted to receive sustainable travel services, tailored information, or taster tickets, but it is possible that there may have been some over-reporting due to projects

simply reporting the total number of successful contacts made. The term ‘personalised travel advice’ is used in this report for less structured and intensive interactions, e.g. where people have discussed their travel choices and been handed generic information at an event or information stand.

^{ix} Department for Transport (2015) *Local Sustainable Transport Fund – Analysis of Employment Impacts*, citing Department for Transport (2014) *Value for Money Assessment for the Local Sustainable Transport Fund*.

^x Merseytravel (2015) *LSTF Employment & Skills – Facts & Figures April 2012-March 2015*.

^{xi} Department for Transport (2015) *Local Sustainable Transport Fund – Analysis of Employment Impacts*, citing Department for Transport (2014) *Value for Money Assessment for the Local Sustainable Transport Fund*.

^{xii} BDRS Combined Authority, Hampshire (implemented by New Forest and South Downs National Park Authorities), Rutland, Stoke-on-Trent, WEST (West of England consortium, comprising Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire).

^{xiii} Post-intervention survey of households which had received PTP during 2013/14: N=125 and response rate =21%.

^{xiv} Route figure is for new on-road, off-road and shared use cycle routes. A further 750km of pre-existing routes were re-signed and/or resurfaced. The led rides figure reflects total participation, not ‘unique’ participants: people may have attended several led walks/rides.

^{xv} Lessons about delivery of cycling projects are mainly based on discussion with representatives from five LSTF projects for whom this was a significant focus: Birmingham City Council, Brighton & Hove City Council, East Riding of Yorkshire Council, Nottingham City Council and Transport for Greater Manchester (TfGM).

^{xvi} Data from Sustainable Travel Collective (2015) *TravelRight North Annual Report 2014/15*.

^{xvii} Case study supplied by TravelRight North Project.

^{xviii} Based on three year average. In the period 2012/13-2014/15, 17 cyclists were involved in collisions, compared to 23 in 2009/10-2011/12 and 40 in 2006/07-2008/09.

^{xix} Blackburn with Darwen, Hertfordshire, Lancashire, Leicester, Southampton and Wokingham.

^{xx} Note: Results of rolling post-intervention surveys. Figures from Transport for Quality of Life (2015) Derby Connected Workplace Personalised Travel Planning project: monitoring and evaluation report; N=411 and response rate=30% at one month; N=141 and response rate=46% at three months; both surveys were of employees who had been intensively engaged and received bespoke journey plans or free bus tickets.

^{xxi} Devon County Council, Swindon Borough Council, Lincolnshire County Council, Warwickshire County Council and Wiltshire Council. Devon and Swindon were part of a joint ‘Access to Stations’ thematic project coordinated by Bedford Borough Council.

^{xxii} Wiltshire Council (2012) *Local Sustainable Transport Fund Application Form: Improving Wiltshire’s Rail Offer*

^{xxiii} easit Survey, February 2014. 1,067 surveyed with 76% response rate (n=809). 131 (16%) had previously travelled to work by car.

^{xxiv} ATOC (2013) *Guidance on the Implementation of Station Travel Plans*. See also: ATOC (2014) *Guidelines for Development Management for Stations*; ATOC (2014) *Guidelines for Development Management for Stations: How To Guide*; ATOC (2012) *Cycle-Rail Toolkit*. All documents available from www.atoc.org

^{xxv} All data taken from Lincolnshire County Council Access LN6 Annual Output Reports, Project Diaries and Annual Monitoring Report 2013/14 and Interim Annual Monitoring Report 2014/15.

^{xxvi} Blackburn with Darwen, Centro, Liverpool City Region, Middlesbrough and Tyne & Wear.

^{xxvii} This result should be treated with caution because of the low response rate to the survey.

^{xxviii} Further detail on findings from these surveys is given in Sloman et al. (2015) *Meta-analysis of outcomes of investment in the 12 LSTF Large Projects: Interim Report*, section 9.5.

^{xxix} Post intervention user survey figures from four quarterly surveys in 2014/15; N=630, response rate=7%; results comparable to those from equivalent surveys in previous years.

^{xxx} Systra (2015) *Evaluation Research: SNSC Workwise*

^{xxx}ⁱ Birmingham City Council, Centro, Cumbria County Council, Hampshire County Council (who took a joint marketing approach with Portsmouth, Solent Transport and Southampton), Thurrock Council and Tyne & Wear.

^{xxx}ⁱⁱ A consortium of four LSTF projects developed the joint My Journey approach to their marketing: Hampshire County Council, Portsmouth City Council, Solent Transport and Southampton City Council.

^{xxx}ⁱⁱⁱ Data taken from City of York Council (2015) *i-Travel York Monitoring & Evaluation: Interim Progress Report 2015*. Outcome figures based on post-intervention survey (N=318) in 2015.

^{xxx}^{iv} Hampshire's Sustainable Travel Towns are Aldershot, Andover, Basingstoke, Farnborough, Fleet and Winchester.

^{xxx}^v The brand identity has since also been adopted by Wokingham Borough Council.

^{xxx}^{vi} www.myjourneyhampshire.com / www.myjourneyportsmouth.com / www.myjourneysouthampton.com

^{xxx}^{vii} Figures as of December 2015. @myjourneyhants / www.facebook.com/myjourneyhants

^{xxx}^{viii} Online poll completed by 1,158 people February to November 2015.

^{xxx}^{ix} Figures as of December 2015.

^x^l Brighton & Hove, Darlington, Devon, East Riding of Yorkshire, Gloucestershire and Nottingham.