

What Works?

Learning from the Local Sustainable Transport Fund 2011-2015

Companion Appendices

Report to Department for Transport



transport for quality of life

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Author

Transport for Quality of Life Ltd.

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

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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 West of England Sustainable Travel project)

ACTIVITY SPOTLIGHT A: INCREASING BUS USE

✓ Increasing bus services

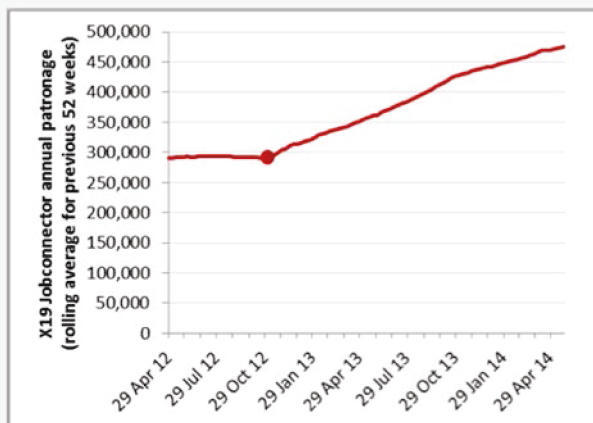
Most projects that increased bus services aimed to make services commercially self-sustaining by the end of the project. Projects supported services for a year or more to get them established.

Where the route earmarked for improvement was already commercial, projects sought agreement that the bus operator would provide extra vehicles of a good quality in return for revenue support that covered the risks of running a more frequent service. For some completely new services, the local authority purchased buses as well as providing revenue support.

Local authorities also undertook marketing to support increased services.

For example:

- In the **Greater Bristol** area, WEST funded eight schemes for new or increased bus services, of which five were operating without subsidy by 2015.
- **Middlesbrough** kick-started a new Town Rider bus service to the previously unserved Riverside business park. Its contribution to the site's growth and annual patronage of 193,000 persuaded private developers to underwrite its continued operation for at least three more years.
- In the **New Forest** a third loop to the New Forest Tour was kick-started and supported with comprehensive marketing. By 2015 the whole Tour was operating without subsidy and LSTF support had kick-started a further 'Beach Bus' service into a successful visitor attraction.



BDRS doubled the service frequency of the X19 Jobconnector service on 28 October 2012 (marked). Patronage started to rise immediately and was still rising 18 months later. The service is commercially viable at the new level.

Credit: BDRS Combined Authority

✓ Improving bus infrastructure and vehicles

Infrastructure improvements were designed to make buses more punctual, make boarding easier, upgrade passenger information and improve waiting facilities. Projects tackled delays on important bus corridors with bus lanes, bus gates, bus priority traffic signals, removal of on-street parking and repositioning of bus stops.

RTPI technology to provide passengers with live information also gave operators valuable data to manage bus movements. This allowed them to schedule buses more accurately, and take immediate action to regulate the frequency of services.

Improvements to vehicles increased passenger comfort and provided on-board information and WiFi. Some projects invested in new vehicles, but most new vehicles were purchased by commercial operators in response to LSTF improvements.

For example:

- **Bournemouth** transformed facilities for bus users along the Poole-Bournemouth-Christchurch corridor, with major upgrades at 168 bus stops. These include step-free kerbs, new bus shelters and RTPI at the busiest stops. Highway and traffic light schemes give buses priority at 20 pinch-points.
- **Rutland** built a new bus interchange with RTPI for both buses and trains.
- In **Greater Manchester** late-running buses now have priority at 20% of traffic lights, following collaboration with operators to equip 1,330 buses with GPS-enabled ticket machines.



Brighton and Hove's improvements to the Lewes Road corridor have upgraded traffic lights with priority for buses and cyclists, provided RTPI with audio facilities for visually impaired bus users, and 'floated' new bus shelters outside new cycle lanes to avoid conflict between stopped buses, passengers and cyclists.

Credit: Brighton & Hove City Council

✓ Establishing integrated ticketing

Some projects introduced smartcard tickets valid on the services of all bus operators. In some areas other modes of public transport and other sustainable travel services are also covered by the smartcards.

Where multi-operator tickets have been introduced, bus users can be flexible about how they plan their journeys, rather than having to make their inward and outward journeys by the same route and operator.

For example:

- **Solent Transport** introduced a new public transport smartcard 'Solent Go' that covers all bus operators (and ferries) in the Southampton-Portsmouth conurbation.
- **Nottingham** used LSTF to expand availability of its multi-operator smartcard through retail outlets, installing 20 on-street vending machines and making the tickets available through 140 Payzone newsagents. In 2014/15 seven million trips were made using the smartcards, using buses, trams and local train services. The public transport smartcard ticket system is part of a smart 'Citycard' that gives access to services extending beyond transport.



Solent Transport's smartcard can be topped up online, via smartphones, on buses or in some shops. It provides zoned transport options for one day or longer season ticket periods. It can also be used to hire City Car Club vehicles.

Credit: Solent Transport

✓ Improving bus information and marketing

Most projects invested effort in getting the basics right: timetables at bus stops (in easy to use formats), printed information, and websites with bus service information. Some created online local journey planning tools and smartphone apps for local bus services.

RTPI to provide passengers with certainty about arrival times of their buses was a priority for many areas, requiring investment in new technology.

Many projects promoted bus ticket discounts, or free taster tickets to residents and employees along improved routes. Follow-up surveys showed that people found travelling by bus better than they expected.

For example:

- **Reading** funded a 22% fare reduction on two bus routes. After a year, patronage had risen 10% faster than elsewhere. The operator decided to retain a 17% fare cut and will also increase the frequency to grow patronage further.
- In **Greater Bristol**, WEST's real-time bus app was downloaded to 82,500 smart phones and is used 6,000 times every day.
- **Southampton** provided each bus shelter with a route map and timetable specific to that stop, to make its bus network more legible. **Hampshire's** household PTP programme in Basingstoke engaged 620 households in a personal 'challenge' to replace car journeys, and offered bus taster tickets to households that did not already use the bus. In follow-up surveys 21% of participants reported using local bus services more.



Real-time passenger information showing the next buses, combined with a map showing the bus routes as they radiate from that point. Installed as part of Southampton's legible bus network campaign.

Credit: Southampton City Council

ACTIVITY SPOTLIGHT B: INCREASING CYCLING

✓ Giving people the equipment they need to cycle

Projects provided affordable bikes through loan and hire schemes and refurbishment of second-hand bikes for sale, supported by free or cheap provision of other essential cycling equipment. Projects also laid on cycle maintenance.

For example:

- In **Northumberland** long-term loan bikes (three months plus) were borrowed 706 times.
- In **Reading** 26,336 trips per year (44% previously made by vehicle) transferred to 200 bikes on hire from 29 docking locations. The schemes' users were estimated to have cycled 135,523 miles per year on the bikes¹.
- In **Warwickshire** 286 bikes were serviced, 396 security marked and over 80 reduced price bike locks / light sets sold at 'Pedal & Ride' events at Leamington Spa Station.



In Derby, 541 unwanted bikes were refurbished and sold at affordable prices. Inmates at HMP Stocken refurbished the bikes, gaining skills and confidence ready for their release.

Credit: Life Cycle UK © Robert Balmer

✓ Making cycle routes and facilities better

Projects built completely new routes, either as off-road cycle paths (often shared with pedestrians) away from other traffic, or as designated cycle lanes on the road. Many existing cycle routes were upgraded with better surfaces, lighting or clearer signs. Some projects in tourism areas provided cycle carriage facilities on buses and boats for cyclists.

Destinations were equipped with secure cycle parking, including other facilities such as showers, maintenance and hire bikes at busy 'hub' locations.

For example:

- **Cambridgeshire** resurfaced and added lighting to Huntingdon's 'Mill Common' route, an off-road shared-use link between the bus and rail stations.
- In **Brighton & Hove** road lanes along the A270 Lewes Road were converted to bus and cycle lanes. Cyclists are separated from traffic by the bus lane and 'floating' bus stops are located between the cycle lane and the bus lane, to reduce conflict between cyclists and buses.
- **Greater Manchester** created seven cycle hubs at key transport interchanges and MediaCityUK. These offer 1,205 secure cycle parking spaces, showers and lockers. A further 497 secure cycle parking spaces were provided at eight other transport interchanges.
- The **Isle of Wight** helped Red Jet ferries install four cycle racks on their services to and from Southampton.



In Bridgwater a new cycle route has been constructed alongside the A38, giving residents of North Petherton and Hamp access to the employment and retail opportunities in the town centre.

Credit: Somerset Council

✓ Building cyclists' skills and confidence

Young children were taught basic cycling skills, often using balance bikes and scooters as a way into cycling. Older primary and secondary school pupils received Bikeability training. Adults were offered Bikeability training levels 1 to 3. In some places, health professionals referred patients to 'cycling for health' courses. Projects taught basic bike maintenance skills, and some offered more advanced repairing and servicing skills.

Novice cyclists' confidence was built with rides on local cycle routes. These ranged from one-to-one rides with an experienced 'bike buddy', to group rides.

For example:

- In **Tyne & Wear** more than 360 balance bikes distributed to 101 schools, enabling 7,077 pre-schoolers to practice basic cycle skills.
- **Birmingham's** twelve-week 'Cycle to Wellbeing' course helped 125 people get more active, by setting them cycling targets and providing advice and motivational support.
- **Leicester** has given 397 adults and young people cycle maintenance training at a 'Cycleworks Hub' in the local adult education centre. 136 of these gained a bike mechanic qualification.
- **Kingston upon Hull** arranged 392 led rides, which attracted 4,084 riders. Some rides were specifically for women or people with disabilities.



3,678 adults took cycle training as part of South Yorkshire's 'Cycleboost' scheme, which also included loan bikes and bike maintenance training.

Credit: BDRS Combined Authority

✓ Raising awareness of cycling

Most projects raised the profile of cycling as part of activities to promote sustainable travel more generally, such as personalised travel planning and work with employers, universities and schools.

Projects also organised promotional activities specific to cycling, including cycling-themed events, competitions and challenges. Cycle maps and apps were created. Safety campaigns included cyclist awareness training for car drivers and HGV drivers as well as cyclists.

For example:

- In **Lancashire** two 'Love to Ride' cycle challenges attracted 2,377 participants; of whom 294 non-cyclists were still cycling three months afterwards at least once a weekⁱⁱ.
- **Surrey** held cycle festivals in Woking, Reigate and Guildford during Summer 2013. An estimated 6,000 people took part.
- In **Kingston upon Hull** 40,000 cycle maps were distributed through public buildings, bike shops and other outlets.
- **Derby's** cycling route finder smartphone app was downloaded by 1,400 people.
- In **Greater Manchester** over 200 HGV drivers received 'Safe Urban Driver' training, including a chance to experience on-road cycling.



Bournemouth held several 'Nightglow' events, as part of an annual programme of events celebrating cycling.

Credit: Bournemouth Borough Council

ACTIVITY SPOTLIGHT C: ENCOURAGING SUSTAINABLE TRAVEL TO WORK

✓ Engaging employers

Employers were offered professional input to draw up workplace travel plans, including site audits and staff travel surveys. This gave them a basis to identify necessary changes and monitor the impacts of travel plans. Some projects ran business award schemes to encourage progress.

Many projects offered small grants for on-site sustainable travel facilities, such as secure under-cover cycle parking. Some, but not all, required employers to provide match funding for grants.

Business travel networks were established in some areas. The activities of these groups ranged from sharing information about successful initiatives through to organising joint financial support for dedicated bus services to shared business park sites.

For example:

- **Leicester's** travel grants of £124,000 drew match funding from businesses of £187,000. Grants provided cycle parking, car-share schemes, pool bikes, and remote-working facilities.
- In the **West Midlands** Centro recorded 73 worksites implementing travel plans by the end of the LSTF. From surveys, they estimated that there had been a 5% shift away from car use.
- **Southampton's** business travel conference attracted 55 businesses, including 11 SMEs. By 2015 over 20 businesses were attending a quarterly Travel Planners Forum.
- In **Greater Manchester** TfGM approached travel planning on an area-wide basis at sites such as Trafford Park and also developed a citywide business travel network of 420 firms.



Gloucestershire issued three rounds of business grants to meet business demand and accepted time or money spent by businesses promoting sustainable commuting to their staff as match funding.

Credit: Gloucestershire Council

✓ Engaging employees

Employees were engaged through four types of activity: raising awareness; providing travel information; offering incentives; and services to support people changing their travel (such as cycle training and car-share matching websites).

Cycling was promoted with a comprehensive package of initiatives described in [CHAPTER 4](#) of the main report. Walking to work was also promoted, through lunchtime leisure walks, Nordic walking sessions and 'pedometer challenge' events, generally with a strong health message. Projects addressed misperceptions of public transport through free 'try-it-out' tickets and tackled price barriers by negotiating discounts with operators.

Many projects provided travel information to employees at their workplaces through a PTP service. This provided each individual with details of how to make their commute by sustainable modes.

A large number of projects ran workplace 'challenges' that pitted employees against each other, as well as against other workplaces, to see who could use the most sustainable travel.

For example:

- **Blackburn with Darwen's** first round of workplace PTP issued 969 employees in the borough's largest firms with personal journey plans, using an online PTP package. 17% of respondents to a follow-up survey reported that they had started travelling by a different mode frequently or occasionally.
- **Peterborough's** sustainable travel challenge resulted in the proportion of participants driving to work alone three or more days per week falling from 36% to 31%. The survey showed corresponding rises in car sharing and cycling.
- **Wokingham's** Easit scheme offered a 15% rail discount that helped 131 people (3% of all staff covered by their business travel network) to switch their commute from car to train.
- In **Greater Manchester** TfGM provided a personalised journey plan to nearly 20,000 households. The follow-up survey showed 10% of those who drove to work had made some change to commute more sustainably.



Somerset achieved direct contact with commuters through services like Dr Bike and a commuter challenge, despite limited engagement by the management of large firms.

Credit: Somerset County Council

✓ Improving sustainable transport infrastructure serving worksites

Projects made many infrastructure improvements to help employees get to their workplaces by sustainable transport.

Public transport waiting facilities and pedestrian routes from stations and bus stops to workplaces were upgraded. Real-time information displays were installed to show passengers when their bus would arrive. Stations were equipped with cycle parking to encourage commuters to combine travel by train and bike. Bus priority schemes along commuting corridors improved bus punctuality and cut journey times.

Walking links from residential areas to nearby workplaces were improved. New and upgraded cycle paths created safe and pleasant routes for employees to cycle between home and work. In areas like town centres, where space on employers' own sites was limited, projects invested in cycle hubs to provide secure, dry cycle storage facilities, some also offering lockers, showers and bicycle repair services.

For example:

- In **Tyne & Wear** bus commuters to businesses at the Team Valley site now bypass traffic queues, thanks to four bus-only gates and bus approach lanes with bus priority traffic lights at a major junction.
- **Nottingham** installed 14 cycle parking hubs. These are free but kept secure by automatic doors that only open to registered users of Nottingham's Citycard. During 2013/14 the hubs were used 38,000 times.



Swindon’s Western Flyer cycle and pedestrian route has been repaired, resurfaced, re-signed and lit. It carries over 200 cyclists in the morning peak, helping avoid car trips that would otherwise add traffic to congested sections of the parallel main road into the town centre. Commuting use of the path has risen 22% on outer sections and 48% on central sections.

Credit: Swindon Borough Council

✓ Improving public transport serving worksites

Increasing public transport to employment sites was a priority for many projects. In some places this entailed providing entirely new bus services. Elsewhere, existing services were extended to new destinations, frequencies were increased, or hours of operation were extended.

Where bus routes and times were already sufficient to meet commuting needs, the emphasis was on making those services more attractive. Many projects improved vehicle comfort or added WiFi. LSTF activities to improve bus services are covered in greater detail in [APPENDIX 1a](#).

A few projects improved train services used by commuters, as described in [APPENDIX 1d](#).

For example:

- **Stoke-on-Trent** fitted 51 buses serving key employment sites with free WiFi to complement service improvements and other initiatives – recording 123,000 WiFi transactions on these buses during 2014/15. Surveys of employees’ trips showed a 4%-point increase in bus mode share, with 38% of those who used the bus more saying WiFi had influenced their change.
- **St Helens, Halton and Warrington** provided buses to Daresbury Sci Tech, where three businesses had previously left the site due to staff access problems. In 2014/15 the services carried nearly 67,000 passengers and were on course to continue commercially after LSTF.
- **Torbay** provided a new hourly ferry service between two coastal towns, which included bicycle-carrying facilities and was timed to meet connecting buses. It exceeded its target of 750 trips per month. A survey undertaken as part of the ticket check by the ferry operator found that most commuters using the service would otherwise have travelled by car.



Stoke-on-Trent used LSTF funding to double service frequencies to Trentham Lakes employment site. The aim was to ‘kick-start’ these improved Plumline services to commercially viable levels. By the end of the LSTF this had been achieved, with 2,000 passengers using the service each week.

Credit: Stoke-on-Trent City Council

ACTIVITY SPOTLIGHT D: INCREASING TRAIN TRAVEL AND SUSTAINABLE TRAVEL TO STATIONS

✓ Building new rail stations or providing new train services

A small number of projects increased train frequencies, extended timetabled hours, or added rail services to new destinations. Two projects built entirely new rail stations, one to serve a major hospital and the other to shift traffic from a congested historic town centre to a suburban station.

For example:

- In **Lincolnshire** an additional 22 trains now stop at Hykeham Station every day, helping almost double annual footfall to 70,616 passengersⁱⁱⁱ.
- In **Wiltshire** the number of trains stopping at six TransWilts Line stations increased from two to eight each way per day. Annual passenger numbers on the Line increased from 10,000 to 183,400 (2014), saving in the range of 1.4 - 1.9 million vehicle km from the road network^{iv}.
- **Warwickshire's** new Stratford-upon-Avon Parkway Station was used for 60,589 passenger journeys in 2014/15. It has helped rail patronage in the town rise nearly 15% in two years^v.
- In the **Tees Valley** 22,777 passenger journeys used the new James Cook University Hospital Station in its first year, with this increasing 36% in its second year to 30,912^{vi}.



The new Stratford-upon-Avon Parkway Station provides a 'Park & Ride' option for visitors coming to the town by car, and means outward bound commuters no longer need to travel to the town centre station.

Credit: Warwickshire County Council

✓ Making stations better for passengers

Projects made stations easier for passengers to use, with new signage, ticket machines, lighting, information boards and staffed information centres. Customer information screens and public address systems were installed to provide real-time travel information.

Stations were made more pleasant, with better waiting areas, toilets, art projects, landscaping, and by tackling anti-social behaviour through cleaning litter and graffiti and installing CCTV.

For example:

- **Darlington's** North Road Station saw a 9% increase in patronage after receiving new lighting, CCTV, signage, a waiting shelter, seats, public address speakers, customer information screens and raising a section of platform to make it easier to board trains^{vii}.
- After **Tees Valley** upgraded Marton, Gypsy Lane and Nunthorpe Stations with new public address systems, information boards, CCTV, waiting shelters, seating and signage, patronage increased 29% in three years^{viii}.
- At **Derby** Station two new electronic information kiosks have been used over 84,000 times.
- **Luton** Station's new Travel Hub provides tickets, information, toilets, a café, a cycle hub and a rest area for bus drivers.



Cherry Tree Station suffered with graffiti and vandalism. CCTV was installed and 12 local groups helped rejuvenate the station with litter picking, spring bulbs, artwork, music and bird boxes. Vandalism and graffiti has stopped and patronage has increased 29% since 2010/11.

Credit: Blackburn with Darwen Borough Council

✓ Making station better interchanges between modes

Projects improved walking, cycling and bus routes to stations, improved facilities for walkers, cyclists and bus users at stations, and took steps to lessen the impact of cars around stations.

Many new pedestrian and cycle routes overcame barriers, like one-way streets, or unpleasant subways. New bus services to stations were funded, and services rescheduled to fit train times. Multi-operator tickets eased the switch between rail and bus/tram services. Access ramps and cycle channels on footbridges were installed to help movement within stations. Station bus stops were upgraded with seating, shelters and RTPI. Cycle parking and bike hire facilities were provided, some as part of bike hubs offering other services. The layout of taxi ranks, drop-off zones and car parks was improved. Some projects provided electric vehicle charging points and car-share schemes.

For example:

- **North Yorkshire** linked visitors arriving at Hornbeam Park Station to the Great Yorkshire Showground with a new shared-use ‘Showground Greenway’ path.
- In **Hertfordshire** 18 bus services a day ferry commuters between Hemel Hempstead Station and Maylands Business Park.
- In **Buckinghamshire** a new zebra crossing links Amersham Station to a bus stop upgraded with a waiting shelter and RTPI.
- **West Sussex** installed 100 double-deck cycle racks at Chichester and Horsham Stations.
- **Warwickshire** installed four electric vehicle charging points at Warwick Parkway Station.



The new cycle pump and repair stand at Crewe Station are ready for rail-cycle passengers who need to make a pit stop.

Credit: Cheshire East Council

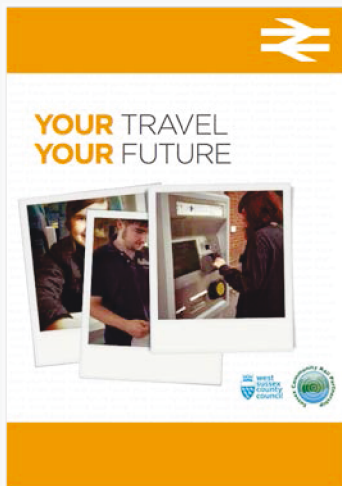
✓ Raising awareness of options for train travel and getting to the station

To attract new passengers, projects directly mailed residents living in the vicinity of stations and offered discounted rail tickets. Existing rail passengers were given station-specific maps showing walking, cycling and bus routes to stations, and engaged at stations with PTP, cyclists' breakfasts and bike MOTs.

Projects also promoted rail travel as part of their wider work, via websites, social media outreach, workplace and school travel planning and residential PTP.

For example:

- In **Oxfordshire** over 10,000 people took up a 15% discount on rail tickets to Oxford. Half now use the train at least once a week. 72% did not previously commute to work by train^{ix}.
- In the **West Midlands** Centro distributed 'Walking to Your Station' campaign leaflets and pedometers at six stations where less than 50% of passengers arrived on foot. 180,000 households around 18 stations received leaflets about walking and car sharing.
- At **Swindon** Station 850 commuters received a personalised travel plan outlining their route options. 23% of these subsequently reduced their car use for journeys to the station^x.
- **Thurrock's** 'How to Get to the Station' leaflet publicised the walking, cycling and bus routes to its seven local stations.



The 'Your Travel Your Future' leaflet was developed as part of rail- travel training sessions for young people, helping to engage the next generation of rail travellers through 42 schools in West Sussex.

Credit: West Sussex County Council

ACTIVITY SPOTLIGHT E: HELPING JOB-SEEKERS INTO WORK

✓ Providing free or discounted public transport

LSTF projects offered free one-day travel passes to unemployed people to attend interviews, training courses or work placements. Some worked with public transport operators to obtain ongoing half-price travel for all job-seekers.

Projects also provided free travel passes to unemployed people when they were offered a job. These were usually for the first month, but some offered support for two to four months where needed.

For example:

- In **Tyne & Wear**, 9,690 one-week travel vouchers and 735 one-month vouchers were issued to job-seekers for travel to training or a new job. A further 1,000 day-rover tickets were given to job-seekers for travel to interviews or training.
- In **Nottingham**, over 9,000 people took up the offer of a Job-seekers' Citycard that entitled them to half-price travel on buses and trams.
- **Leicestershire's** 'Access to Work' grants scheme helped over 800 people with travel costs for training, interviews and job search workshops. Funding was easy to obtain by completing a claim form available from local libraries.



Workwise offered free travel passes and information to job-seekers.

Credit: Centro

✓ Offering personalised travel advice and training

Travel advisers made contact with job-seekers at job centres, job fairs and work clubs, to offer personal journey plans for travel to interviews or new jobs. Advisers were also able to direct job-seekers to other support that was available, such as free travel passes and moped hire.

Some LSTF projects provided more intensive support to people with learning difficulties, in the form of independent travel training to give them the skills to use public transport. This increased opportunities to access training, apprenticeships and jobs, and reduced the requirement to provide taxis for young people to get to college.

For example:

- In **Greater Manchester**, 11,100 job-seekers received personalised travel advice.
- **Blackburn with Darwen** provided one-to-one advice to unemployed people via weekly travel surgeries and a mentoring programme. 600 of those receiving advice were also helped with travel costs to attend an interview, training, work placement, apprenticeship or new job.
- In **Middlesbrough**, 32 adults and 188 young people received independent travel training.



The Travel Solutions Team gave job-seekers travel training to widen their ‘travel horizons’ – so their job search could span a wider area.

Credit: Liverpool City Region Combined Authority

✓ Providing access to a bicycle or moped

Some projects gave job-seekers a new bicycle, or a refurbished second-hand bicycle, together with cycle equipment. Others had a bike loan scheme, in which bicycles were offered to job-seekers or people in training for a period such as six months. Recipients of bicycles were often offered cycle training. Some projects also provided bicycle maintenance training.

Mopeds and electric bikes were hired at subsidised rates to people offered a job at a location they could not reach by public transport. Some projects set up a ‘loan to buy’ scheme, in which clients made weekly or monthly payments so they could keep the moped or electric bike at the end of the hire. Some projects provided clients with compulsory basic training (CBT) as part of the hire package.

For example:

- **Merseyside** provided 1,503 free bicycles to job-seekers; 95 people received mopeds via a ‘loan to buy’ scheme.
- In **Shropshire**, the Wheels to Work scheme hired mopeds to 146 clients and electric bikes to 19 clients; bicycles were offered on a ‘loan to buy’ basis to 15 clients.
- In **Hertfordshire**, the Scoots ‘Loan 2 Own’ moped scheme helped 147 clients to take up a job, stay in a job, or get access to education and training.



Shropshire Wheels to Work offered hire of a moped for up to six months, plus Compulsory Basic Training, further one-to-one training, insurance, breakdown cover, helmet, gloves, high visibility vest and lock. They also offered electric bikes, with cycle training, helmet, high visibility vest, lights, panniers and lock.

Credit: Shropshire Wheels to Work

✓ Supporting unemployed people as part of the wider community

Several projects funded new bus services or community transport services to provide access to previously inaccessible major employment sites. These often included services early or late in the day, to match shift times. As well as helping existing employees, these enabled unemployed people to take a job in locations where they could not previously have worked.

Some projects organised led walks and cycle rides in disadvantaged communities, to build the confidence of people who might be several steps back from entering the jobs market, including homeless people and NEETs.

Some projects provided training for unemployed people that led to a qualification in cycle maintenance or as a cycle instructor; or recruited unemployed people to transport sector jobs.

For example:

- **Greater Manchester's** four Local Link services provided early morning and late night on-demand bookable journeys for shift workers to major employment sites around Manchester Airport, at Trafford Park industrial estate, and elsewhere. In 2014/15 the four services provided an average of 3,070 passenger trips to work per month. Greater Manchester also ran a 'Train Learn Drive Earn' course that trained 39 unemployed people to become minibus drivers for community transport operators.
- In **Middlesbrough**, the Bike Academy offered 195 people training to refurbish a bicycle, leading to an OCN Level 1 bicycle maintenance qualification. At the end of the training, clients were able to keep the bike they had refurbished.
- **Merseyside** worked with employers, Jobcentre Plus, and training providers to create new training programmes. 247 unemployed people gained transport sector jobs, ranging from bus driving and rail track maintenance to cycle training and independent travel training.



The Greater Manchester 'Train Learn Drive Earn' 12-week course taught unemployed people to drive community transport vehicles. Its graduates also obtained other transport sector jobs, such as driving buses for Stagecoach.

Credit: Transport for Greater Manchester

ACTIVITY SPOTLIGHT F: MARKETING SUSTAINABLE TRAVEL

✓ Direct marketing

Much direct marketing included ‘pledges’, ‘challenges’ or competitions to use sustainable modes of transport, generally backed by rewards or free bus taster tickets.

A major direct marketing channel for more than 80 projects was personalised travel planning (PTP), which was offered to households, via workplaces or at job centres. PTP usually involved a face-to-face discussion, although was also offered by post or email. Projects also made face-to-face contact at events, and two tourism-focused projects stationed advisers at transport gateways.

Direct mailings targeted specific areas or target groups.

For example:

- **Peterborough** engaged over 4,000 people in events during Travelchoice Month 2014.
- In **Portsmouth** 1,731 people living within a 10 minute walk of a bus stop (most of whom were not regular bus users) requested a ‘Give the Bus a Go’ one-day taster ticket. More than half (57%) of those who used their ticket subsequently used the bus again^{xi}.
- In **Thurrock** the ‘Beat the Street’ walking challenge engaged 14,602 residents. Beforehand only 36% of surveyed participants met Department of Health guidelines on physical activity. Two months after participating 46% met this target^{xii}.
- In **Shropshire** 3,690 subscribers receive the monthly ‘Travel Shropshire’ e-newsletter.



In Plymouth 12,262 households were contacted by a residential PTP service. 8,180 asked to receive information and/or incentives to help them try sustainable transport.

Credit: Plymouth City Council

✓ Digital media

Projects created websites to provide travel information and to promote the services they offered. Some projects also created mobile phone apps so travellers could access information on the move.

Imaginative use was made of social media, blogs, videos and smartphone games.

For example:

- **Surrey’s** Travel Smart website (www.travelsmartsurrey.info) gets over 9,000 hits per month^{xiii}. The journey planner can be linked to the websites of local workplaces and other partners, allowing their website users to easily plan journeys.
- **Cheshire West & Chester’s** itravelsmart app was used by over 4,500 people^{xiv}. It included a cycle route planner and bus departure times (both live and scheduled). It also helped users sign up for a commuter shuttle service and local car club, and report damage at bus stops.

- **Tyne & Wear's** #gotheextramile campaign engaged pupils, parents and school staff via social media. The 'Schools Go Smarter' Facebook page got 1,840 likes and 7,495 engagements^{xv}.
- When **Luton's** 'Where Can Your Bus Take You?' campaign released a Valentine's Day video of a wedding on a bus on social media it was viewed over 19,000 times.



An estimated 3.6m people were reached on social media by a tongue-in-cheek video featuring a young David Attenborough discovering the New Forest's 'Tech Crèche', where visitors could leave car keys and mobile phones to enjoy a technology-free break exploring by bus. It also garnered coverage by 66 local and national newspapers and broadcasters and generated 70,000 views on YouTube. In the week following the campaign passenger numbers for the New Forest Tour increased by 30% on the same period the year before, while Beach Bus passenger trips rose 115%.

Credit: New Forest National Park Authority

✓ Advertising and local media

Projects paid for advertising campaigns in local press and on local radio stations. Advertising on buses, bus stops, billboards and street lamp columns was used to capture people's attention whilst travelling. Media coverage was generated around events, and via relationships with local papers and radio stations that gave rise to regular columns, radio slots, articles or sponsored competitions.

For example:

- In the **West Midlands** Centro issued 53 press releases in 2014/15, producing 151 print and online news stories, 10 radio appearances and two TV appearances.
- **Swindon** wrote a weekly column for the Swindon Advertiser, reaching 42,000 local residents. Monthly advertorials in Swindon Link magazine reached 27,000 homes.
- **Lancashire** promoted their regional Sharedwheels car-share service using roadside signs and electronic displays along the A6. They also issued car-share press releases; placed articles in council newsletters; distributed posters and leaflets to major employers; displayed pop-up banners at key employment sites; and used social media. The website attracted 5,018 unique visitors during the campaign and 413 new members signed up (a 12% increase).



Whitby's new Park & Ride buses have a branded livery. This reinforces the connection with adverts in the local media, visitor guides and timetable leaflets distributed via community outlets.

Credit: North Yorkshire Council

✓ Community outlets

Some projects developed awareness-raising resources for use in specific types of community outlet. For example, projects distributed 'new mover' packs to estate agents, or provided tourist attractions with information, maps and photographs to show travel options to visitors.

For example:

- **Stafford** distributed travel packs to parents of 820 pupils starting primary school and to 885 Year 6 pupils moving to secondary school. These included school-specific maps, highlighting a 10 minute (primary) or 30 minute (secondary) walking zone.
- **Stoke's** 'pop-out' pocket-sized travel map for students at Keele University proved so popular that others were developed for five employment sites. 35,000 were distributed.
- **Tyne & Wear's** www.sgsteachingresources.co.uk website offers sustainable travel-related teaching resources and a Pupil Zone with interactive games. Staff at 77 schools, from both inside and outside the region, downloaded resources.
- In the **West Midlands** Centro's student travel campaign included events, outdoor advertising on university campuses, door-drops at halls of residence, emails and social media. This resulted in a 4% increase in ticket sales.



Leicestershire visited local businesses with their information stand – giving out advice, leaflets, posters, maps and branded merchandise.

Credit: Leicestershire County Council

LEARNING SPOTLIGHT A: INCREASING BUS USE

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 (like **Crewe** in the bus **CASE STUDY** on **PAGE 21** of the main report) had found it valuable to confer 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. A similar balance between network-wide measures and geographically-focused activity was apparent with other projects, with some, such as **BDRS** and **WEST**, focusing their effort on important bus corridors. **WEST** initially considered introducing youth fares on a corridor basis but judged that the variety of student travel patterns required a network-wide approach to make a youth fare attractive.

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

Several projects commented that their design of project activities might have been different if they had not been limited by local authority boundaries that did not necessarily reflect the most efficient boundaries for services or ticketing arrangements.

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.

Projects found that certain types of bus improvement required extended lead times, and one project considered that the activities they had undertaken would have merited an entire year devoted to development. 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 tended to throw 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.

Some projects succeeded in making route-specific interventions rapidly in order to address immediate issues. **BDRS** emphasised the importance of getting in at the outset with new employment sites, to give employees an option of commuting by bus. 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 viable. This early intervention also appeared to have influenced the profile of employees, a proportion of whom would not have been able to reach that site because of their lack of access to private vehicles. 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.

Projects highlighted the need to undertake a range of complementary activities. As **BDRS** expressed it: *“It’s about more than just the bus service itself, it’s the whole package that has made it work.”* In addition to increasing the levels of bus services, they 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.

Projects that installed RTPI as part of their package saw this as a very worthwhile benefit for passengers that *“should not be underestimated”*, despite inherent difficulties in drawing direct links between RTPI and any increase in levels of bus use.

Constructing a package required both revenue and capital funding. One project described the access to revenue funding through LSTF as a ‘game-changer’. 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. It was felt that: *“The ability to choose a mix of revenue and capital is important.”*

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

Several projects emphasised the value of LSTF providing funding for marketing, and noted that: *“It would not otherwise have been allowed or would have been seen as a luxury.”*

Marketing was generally led by local authorities, with operators taking on some roles. **WEST** did the overarching network marketing, whereas operators undertook some of the route-specific marketing. Where LSTF funded service improvements, **WEST** struck agreements that required the operator to contribute to the marketing effort with taster tickets and advertising campaigns.

Achieving a strong brand to promote buses was sometimes problematic. Operators wished to use their own brands. In at least one instance, an improved service received specially-branded buses, but some of these were sometimes used on a different route. The project learnt from this, and for later route improvements the terms of the agreement were changed to ensure it did not happen again. Route-specific colour branding of buses helped promotional activity in the **New Forest** and **Stoke**.

Many projects undertook marketing to ‘reposition’ buses, with the aim of overcoming negative perceptions of what buses are like and who uses them. 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 had changed their travel habits and would continue to use public transport for some or all of their journeys. A survey six months later found that more than half of respondents (55%) were still using public transport^{xvi}. **BDRS** found that month-long taster tickets yielded higher behaviour change than one-week taster tickets.

Stoke found that work with employers was critical to encourage use of new commuter bus services to employment sites: *“Intensive work with businesses made all the difference.”* This approach raised patronage on new bus services to two previously unserved employment sites to levels that will continue commercially after LSTF.

Projects emphasised the importance of publicising the benefits of bus travel for passengers, such as being able to relax, avoid parking, and use free WiFi.

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

The LSTF programme confirmed previous experience that ‘kick-starting’ or ‘kick-boosting’ bus services can work^{xvii}. **WEST** felt it had enabled a long-term improvement in services to places commercial operators had not previously considered attractive: *“The kick-start approach has been valuable in improving bus services beyond the ‘bankable’ urban areas to places like Portishead.”* The commuter semi-express service to Portishead showed a rapid patronage rise following service improvement, and it was quickly clear that it was on course for commercial viability, whereas improved routes serving university students in North Bristol did not pick up as anticipated and required route changes to try to find a more successful formula.

Customer responses to service changes were generally quick to start to rise, but reaching full potential took time. Most projects therefore found that it took several years to build patronage to commercially viable levels on new or enhanced bus services. This was particularly evident where bus services were started from scratch. The **New Forest** considered that it had taken 3-4 years to get the New Forest Tour to commercial viability, starting almost from scratch.

In light of their experience of the time taken to reach commercial viability, **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 the service to become established.



WEST’s funding to double the service frequency of the X2/3 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.

The foremost lesson from the **New Forest’s** success with the New Forest Tour is that bus services aimed at visitors should be positioned as attractions in their own right. The New Forest Tour offers a ride through attractive villages and countryside on open-topped buses, with a hop-on-hop-off ticketing arrangement so users can combine their bus ride with visits to visitor attractions. The key message was: *“It’s not a bus, it’s a visitor attraction.”* The bus became part of the visitor ‘experience’, complete with offers like free ice cream, free cakes and tea, on-board commentary, and discounts to attractions along the route. The New Forest has used LSTF funding to compile countrywide experience of establishing visitor buses into a ‘Visitor Bus Toolkit’^{xviii}.

The ‘bus-as-an-attraction’ approach has been shown to be a successful formula, but the New Forest acknowledges that it can be awkward to reconcile the premium pricing with providing a service for the day-to-day transport needs of the local population. 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. In one case the lack of a choice of operators was leading a project to consider setting up a bus depot to facilitate competition. Many projects had difficulties getting bus patronage data from operators to monitor the effects of LSTF activities, usually as a result of concerns about commercial sensitivity of data, but also due to incomplete recording of passenger boardings. One project that had set up a specific data-sharing agreement nevertheless found it hard to get the data they wanted. One project had issues with an operator using route-specific branded buses on quite different routes. As one project summed it up, there is inevitably some misalignment of local authority and operator objectives, because: *“Maximising profitability is not the same as maximising modal shift”*. There was frustration that some operators did not take a wider view and engage with strategic plans about town regeneration, even when it would have benefited them in the longer-term.

However, where there was a history of partnership working, the process had been easier, because bus operators understood that 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 agreed to meet 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 that the authority felt could not have been negotiated from scratch as a contractual agreement.

One authority, which had more ‘arms-length’ relationships with operators, felt that it would have been beneficial to have bus operators on their project board. Another considered it would have

been beneficial to have a more formal partnership with operators in place. Some projects noted that the LSTF had provided the basis for more productive work with operators that they hoped could continue: *“It would be nice if it could work like LSTF all the time.”*

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 access agreements covering patronage data and real-time vehicle positioning data should be put in place at the outset with benefiting operators, so that the impact of improvements can be measured. Although at least one LSTF project found that operator distrust made this impossible, the majority of projects gained access to data once commercial confidentiality was guaranteed.

The impact of bus priority measures can be measured almost immediately where vehicles are fitted with GPS ticket machines. In the longer-term significant improvements should show as journey time reductions in bus timetables.

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. Where interventions are concentrated on particular routes or corridors, 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.

LEARNING SPOTLIGHT B: INCREASING CYCLING

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.

In order to address *all* of the local barriers to cycling the best projects combined activities, so that they collectively:

- Gave people the equipment they need to cycle
- Made cycling routes and facilities better
- Built cyclists' skills and confidence
- Raised awareness of cycling as an option

As projects progressed from design to reality, they often realised that they needed to make alterations to their offer for it to work effectively. The **East Riding CASE STUDY** (PAGE 29 of the main report) shows how they brought in entirely new activities when it became clear that their bike loan and Dr Bike schemes were not being well received, even though on paper they seemed ideal for their less affluent target audience.

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 their project more on revenue-funded activities listed under 'Equipment', 'Skills & Confidence' and 'Raising Awareness' in **PROJECT DESIGN MENU B** on **PAGE 24** of the main report.

For others, such as **Brighton & Hove** and **East Riding**, cycle route improvements were a key element of the package. These projects were able to take advantage of the visibility of physical improvements to promote cycling. For example, the media coverage generated by plans to replace traffic lanes along the Lewes Road with bus and cycle lanes meant that residents, workplaces, universities and schools were open to discussing cycling when the **Brighton & Hove** project subsequently made contact.

East Riding delivered all its cycle route improvements up front and then marketed cycling on the back of them. This approach requires an ability to quickly get cycling infrastructure in place. This was possible because East Riding started designing route improvements at an early stage, before it was confirmed that the project had LSTF funding. The Council did this on the basis that it would provide the routes at some point regardless, so the design work would not be wasted. Their representative also acknowledged this was made easier as: *"...we had a small-scale project, our design work is done in-house, we're a unitary authority and the schemes were uncontroversial to local residents."*

Many LSTF projects were unable to make best use of the promotional possibilities offered by new infrastructure, as route improvements were delivered late on in the LSTF funding period. For more complex schemes, long lead times will always be required. However, where the right circumstances exist, it can be beneficial to programme capital works early on in the project.

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.

LSTF projects adopted different approaches to improving their local cycle routes, depending on the initial state of the network and the aims of the project. Generally, new or improved cycle routes achieved one or more of the following functions:

- **Linking people to popular destinations**, such as shopping centres, business parks and leisure centres.
- **Enhancing ‘connectivity’** of the overall walking and cycling network by linking fragmented routes or creating routes that overcome physical barriers (e.g. new contraflow cycle lanes).
- **Creating a safe and easy to use route**, by providing good surfaces and lighting, removing pinch-points and detours, and designing with clear sight-lines to eliminate anti-social behaviour.
- **Providing a pleasant route** through parks, along canal towpaths or other green spaces, or providing seats, rubbish bins and local information boards.
- **Making navigation easy** by installing signs with clear information on cycling times to popular destinations.
- **Installing or improving road crossing facilities**, upgrading existing crossings to toucan crossings so cyclists could use them.
- **Improving road design** so on-road routes were safer and less daunting for inexperienced cyclists, for example through 20mph zones or reallocation of road space.

For example, **Birmingham** sought to make their overall cycle network more coherent by improving the continuity of cycle routes that were interrupted by barriers such as busy roads. Where possible they also sought to appeal to new cyclists by creating 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.

Projects generally tried to provide as many of their cycling services as possible (such as cycle training, loan bikes and Dr Bike) free of charge or at minimal cost. They felt that the greater take-up justified not recouping costs.

For example, Cycle Hub users in **Greater Manchester** pay only £10 membership per year. **Nottingham** does not charge for cycle training, loan bikes or using secure cycle parking. Use of Citycard Cycle Hire bikes is free for Kangaroo (multi-operator card) season ticket holders. As the Nottingham representative put it: *“It is all about getting people to try cycling and get them on a bike. That might be a hire bike or a smoothie bike at an event. At this stage in the game we just want to remind them how fun and easy cycling is. That is easier to do when we don’t have to persuade them to outlay money too.”*

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

Projects found that they needed to provide a range of services that catered for all levels of cycling ability, from ‘absolute beginner’ to ‘advanced’ or ‘returning to the saddle’.

TfGM initially only offered ‘advanced’ cycle training to commuters, but it quickly became clear that a lot of people needed basic training to build their skills and confidence, so all levels of cycle training are now offered. **East Sussex** made its adult cycle training resonate with people of different abilities by naming the three levels ‘Learn It’, ‘Love It’ and ‘Live It’.

Projects also provided a range of services to help people repair or maintain their bikes. Dr Bike sessions catered for people who did not want to get their own hands dirty at all. Workshops and courses offered basic maintenance and roadside repair training for more hands-on cyclists. More advanced training on servicing and repair often offered opportunities for trainees to gain cycle mechanic qualifications. **Birmingham** even put on special ‘Build Your Bike’ workshops around Christmas, catering for ‘Santas’ who would need to put together bikes they would be giving as gifts.

Some projects sought to increase levels of female cycling with women-only cycle rides or training sessions. It is preferable to use female instructors and cycle mechanics to deliver courses and services to predominately female groups, and it should be recognised that women from some faith or ethnic groups may be strongly deterred by a male instructor.

A handful of projects, including **Kingston upon Hull** and **East Sussex**, catered specifically for disabled cyclists with led rides, specialist training and adapted bikes.



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

Credit: Cheshire East Council

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’.

Projects found that there were synergies from delivering cycling activities alongside other services aimed at particular target groups. For example, they organised led rides for pupils and parents at schools as part of their school travel planning workstream, and Dr Bike sessions for employees at workplaces as part of their workplace travel planning. Projects tailored their cycling services to these different audiences accordingly.

A number of projects also targeted cycling (and often walking) activities at specific neighbourhoods. This helped them to focus cycling services so they appealed to local residents. The concentration of activity in a particular area helped generate a localised ‘buzz’ about cycling.

For example, **Birmingham** set up five ‘Community Cycling Hubs’. These were based at leisure and community centres, and provided a focal point for cycling activities such as bike maintenance workshops, bike hire, and led rides. **Nottingham** set up five virtual ‘Community Smarter Travel Hubs’, each focused on the needs of an individual community. Each had at least one ‘Cycle Centre’: a community venue where weekly cycle training courses were run, from where led rides set off and where other cycling activities took place.

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.

Projects found it beneficial to tap into pre-existing enthusiasm for cycling within local cycling groups. Some projects enlisted cycling groups and individual members of these groups to help deliver their cycling initiatives. They also worked together to ensure that they did not duplicate existing cycling initiatives and could plan new, mutually reinforcing activities. It was also worthwhile to build relationships with community groups and other interested parties to take advantage of their networks, resources and expertise.

Nottingham engaged local cycle trainers as Sky Ride leaders, with the ride leader fee then supplementing their income. They also commissioned local charity ‘Sustainable Travel Collective’ to run several of the Community Smarter Travel Hubs, as the charity had previous experience of establishing cycling services in the city. **Brighton & Hove** worked with ‘Lewes Road Campaign for Clean Air’, who already ran a ‘Bike Train’ along the road and got involved in the project by running cycle training and bike maintenance. **East Riding** credits the success of its programme of female-only led rides (which attracted over 1,580 riders on more than 100 rides) to two particularly enthusiastic local female cyclists, who took an active role in running and promoting these activities.

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.

The **Birmingham** project succeeded in growing local ‘cycling capital’ to such an extent that local cycle campaigners are now taking on the long-term delivery of some aspects of the project.

About 100 volunteers contributed to the Bike North Birmingham project. Some were people whose interest in cycling pre-dated the project. Others were beneficiaries of the project’s services who were encouraged to ‘give back’ to the project by volunteering for it. For example, people who had recently had cycle training were encouraged to become volunteer cycle instructors, so they could pass on their new-found confidence and enthusiasm to others. Cycle instructor training was free to the volunteers, who committed to providing 30 hours cycle training for Bike North Birmingham. They could then give more volunteer hours or offer their cycle training services commercially. The project estimates that 10% of its cycle trainees went on to receive instructor training, particularly students and retirees. Bike North Birmingham was able to adopt this approach cost-effectively because the City Council has an in-house National Standards Instructor Trainer.

A similar approach could be applied to other cycling activities, for example, asking newly qualified cycle mechanics to ‘give back’ by providing Dr Bike sessions. In **Thurrock** four unemployed young adults who gained bike mechanic qualifications by volunteering on the bike recycling project then also volunteered to run bike clubs and maintenance courses at local schools.

From 2015, cycling in North Birmingham will continue to be promoted and supported by volunteer-led ‘Bike North Birmingham Community Cycling’. The Council will now move on to work with volunteers in other parts of the city to roll-out similar approaches elsewhere. 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.”*

Monitoring and evaluation

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

Most projects made some attempt to collect data on cycling levels in or around the target area over the timescale of the project, although the data that was collected was not always of good quality.

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. Many projects, such as **Nottingham** and **Birmingham**, did use automatic cycle counters (ACCs) to collect data on an ongoing basis. Nottingham used its pre-existing bank of ACCs (installed a year before the start of the LSTF programme), while Birmingham installed 40 new ACCs as part of the project's match funding.

However, even where ACCs were already in place prior to LSTF, funding cuts in many local authority areas had led to these not being maintained. Some projects, such as **Derby**, realised this historic deficiency and took steps to repair and maintain their cycle counters as part of the project. This made it possible to compare cycle flows after LSTF with those before LSTF, even though there was a gap in counts at some sites during the LSTF period.

A number of projects took the view that it was not worth installing new ACCs, even where they were putting in new infrastructure. This may have been a false economy, as it means there is a lack of evidence to demonstrate whether the investment was worthwhile.

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.



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

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.

Data collection should be designed into the delivery mechanisms of key cycling activities. Ideally separate baseline surveys and follow-up surveys should be undertaken. **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. Consideration should also be given to further surveys some months later so that a project can demonstrate the

degree to which any change in travel behaviour has been sustained.

The prerequisite for all types of survey is to collect participants' contact details at the outset, so far as that is possible whilst ensuring that data collection processes are not a deterrent to participation. Surveys of participants in cycling activities should be designed to take advantage of the engagement moments those activities create. Surveys should give priority to collecting quantitative data on changes in travel habits (e.g. journey distance, time spent cycling), but this can be combined with gathering feedback on the quality of the service. Quantitative data may then be aggregated to estimate the *impact* of the cycling intervention (e.g. car km and carbon savings, effects on health).

The projects interviewed agreed that gathering more of this type of data would be valuable to make the case for continued local funding for cycling activities, and to take full advantage of the increasing interest of the health sector in supporting active travel.

LEARNING SPOTLIGHT C: ENCOURAGING SUSTAINABLE TRAVEL TO WORK

Targeting

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

LSTF projects generally tried to concentrate their workplace engagement on strategically important employment sites.

Most projects saw large employers as obvious targets that could yield bigger results. Even where these had been previously engaged in sustainable commuting activities re-engagement was found to be worthwhile.

However, many projects lacked large employers or wanted to extend previous work beyond those. **Wokingham** found that, where large firms shared employment sites with smaller firms, the larger firms offered a way to get initiatives started, which SMEs were then more likely to also adopt.

Although large firms may offer economies of scale and may have dedicated facilities managers to discuss site access issues, there can be long processes to achieve the necessary buy-in from senior management. **Lancashire** found it was easier with SMEs to reach suitably senior people who had the power to make things happen.

The resulting overall picture was that project activities reflected a practical balance of strategic considerations and opportunities to work where businesses showed willingness to engage.

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

An initial phase of research and consultation with local firms to find their motivations and issues (described by one project as ‘a radar operation’), can reveal companies particularly worth targeting. **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** observed that the best targets were businesses for whom car commuting was creating parking or traffic problems: “*They had no choice but to engage.*” It did not deliberately target SMEs, but found that small and medium sized businesses in Darwen wanted to get involved, because they were seeking to expand and thought the LSTF project could help them achieve expansion within the constraints they faced.

Engaging employers

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

The biggest challenge for projects promoting sustainable commuting was building relationships with employers and persuading them to encourage their staff to travel more sustainably. The engagement process was lengthy, particularly for projects that were starting from scratch, where it could take up to 12 months of work before significant progress was made.

Business engagement was made more challenging by the context of the LSTF. The programme was initiated during a period of recession when firms were focused on core business issues, and in many areas it followed previous travel planning which had already engaged a number of the most receptive larger organisations. Furthermore, with the exception of **Nottingham**, which introduced a workplace parking levy in 2012 shortly before the start of its LSTF project, projects were restricted to an encouragement-only ‘pull’ approach, without backing from wider policies to ‘push’ firms to reduce car commuting.

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

'Sustainable travel' is unlikely to be a concern for most businesses, so projects found it more fruitful to emphasise business benefits such as reduced staff turnover, parking management cost savings, or staff health gains. **Wokingham** went so far as to produce a monetised business case for each business park, including costs, carbon savings and mileage reductions. Businesses were found to respond to different 'trigger' issues, so different approaches were required for different businesses. Working out potential trigger issues required prior research as well as discussion with the businesses concerned.

Some firms have Corporate Social Responsibility policies that consider sustainability issues. **Tyne & Wear** and **Wokingham** found CSR (Corporate Social Responsibility) policies provided a valuable entry point, but **Hertfordshire** found that the words of many such policies were not backed by corporate commitment.

Projects learnt some businesses seemed to have no 'trigger issues', even after several engagement attempts, at which point it was most efficient to try elsewhere. **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.

Projects took a range of approaches to nurturing the engagement of businesses. **Leicester's** approach was 'keep it simple', focusing on the most resonant issue for the business in question and avoiding overwhelming a company with the full menu of measures and activities on offer. **Lancashire** also introduced companies gently, judging that it was only fruitful to develop a formal workplace travel plan after a company showed some positive engagement (see box below).

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.

Projects that offered grant schemes for businesses to help their staff commute sustainably found these to be a valuable tool to opening doors and achieving engagement from businesses. One

project had not offered grants due to concerns that companies would take the funding and then disengage, but that risk seems to have been overcome by projects like **Leicester**, who obtained large amounts of matching funding in return for grants, or by **Gloucester**, who matched pledges of time or money to promote sustainable travel to employees against their grants.

Season ticket discounts were also found to be helpful in engaging businesses. Some businesses saw this 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. **Leicester** considered that: “Season ticket discounts were hugely important as a means to open the doors of businesses.”

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

Establishing a business-to-business grouping – a business travel network – was found to be valuable, both in engaging new businesses and in consolidating cohorts of engaged businesses.

Business travel networks took different forms to suit local circumstances. The most concrete type of business travel networks were set up where businesses were co-located, with many issues in common and an ability to take a shared approach to solutions. Some of these networks were formally constituted and took on a transport planning role, perhaps entailing agreed levels of 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 other cases, a business travel network was a business-to-business support network covering a much wider area (e.g. **Southampton**). A third model existed in **Blackburn**, where some of the functions of a business travel network had been achieved under the auspices of existing local business networks, which were not keen to see a separate business grouping.

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 understand what barriers to sustainable travel needed to be addressed and to find the interventions most likely to resonate with employees.

At all stages of engagement, projects found they needed to be imaginative to catch the attention of employees and discovered that different workplaces required different approaches. **Coventry** put stickers on employees’ sandwich deliveries to promote the travel survey and **Tyne & Wear** ran a ‘coffee cart’ to businesses on industrial estates offering free coffees to workers who filled in travel surveys. **Tyne & Wear** found that it was harder to engage employees in the manufacturing sector because production could not be disrupted, and after a 12-hour shift workers did not want to give up their own time to discuss travel. Their staff survey response rates rose sharply after they printed out paper surveys that were handed out by staff during breaks, complete with a pen. They found 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, rather than in manufacturing workplaces. Bicycles offered many opportunities for eye-catching engagements, and were successfully used to promote discussion of all sustainable modes as part of promotions designed to appeal beyond a cycling audience.

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

Many projects found useful synergies from promoting active travel in workplaces alongside a larger, area-wide promotion of active travel. The wider active travel work made it much easier to give workplaces access to a full array of services that tackled all types of barrier to sustainable travel. Detail of cycling packages is described in [CHAPTER 4](#) of the main report. Projects also ran many initiatives to promote walking to work, typically with events in Walk to Work Week backed by pedometer challenges and leisure walking activities.

The health benefits of active travel can offer ways to 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.



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

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.

A large amount of PTP took place in workplaces throughout LSTF projects. Surveys of recipients generally showed that these had an immediate impact on the travel habits of those who participated and **Derby** collected data showing that most of the behaviour change was sustained for at least three months.

Projects varied in their use of proprietary PTP software and in their modes of engagement. Some projects invited employees to use online personal travel planning packages themselves (by providing their employers with pre-paid access to online PTP packages), whereas other projects undertook to generate personal journey plans for employees (using similar or identical online PTP software). There are some indications that the projects that provided the full service achieved higher numbers of PTPs, but there is no information to assess whether this approach was more cost-efficient per employee. **Derby** decided to provide personal journey plans with greater local detail than available through online packages by deploying staff with very extensive local knowledge. Positive user feedback and reported travel behaviour changes indicated that this approach was appreciated and was good at influencing people.

Several projects found that pre-booking PTP sessions with employees was not efficient, with a large number of no-shows. Projects such as **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. These comprised staffed stalls and displays at employer premises in areas frequented by staff during lunch times, backed by an eye-

catching engagement opportunity, such as a chance for passing 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. In these circumstances, the endeavour was generally to have conversations with employees that enabled generation of a personal journey plan, but it was accepted that some engagements would not reach this level.

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

Many projects that targeted employers and employees created ‘challenge’ competitions where individual employees and workplace teams competed to clock up sustainable travel miles. Although challenges focused on the journey to work, in most cases participants could count travel for other purposes too.

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 challenge 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 each week .

Other challenge events also ran surveys of participants, with similar findings that these events had changed the travel behaviour of some participants and that the changes persisted for at least some weeks or months following the events.

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. Across Leicester and Leicestershire the challenge registered 950 people from 161 organisations. Seven ‘mini-challenges’ covering specific modes of sustainable transport were run at intervals during the year. A survey in 2014 showed that participants’ reported use of sustainable transport had risen and single occupancy vehicle use had fallen, relative to the use they reported at initial registration earlier in the year^{xix}. **Southampton’s** challenge spawned a ‘year of cycling’ with a public health emphasis. **Hertfordshire** extended a ‘Beat the Street’ challenge (using sensor boxes on lamp posts) beyond school pupils to include commuters.

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.

Most projects found it necessary to undertake infrastructure improvements at multiple levels in order to achieve their overall aim of making it easier for commuters to reach employment sites by sustainable modes of travel.

At an area-wide level, projects invested in infrastructure to enhance bus routes to workplaces and to create safe active travel routes on commuter corridors to major worksites. Some projects also specifically aimed to improve 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 delays in traffic, projects introduced bus lanes and bus priority at junctions that could help make taking the bus faster and less hassle than driving and finding a parking space.

At the worksite level, many improvements were made within sites, or in their immediate vicinity. These works, such as secure cycle parking or lighting on paths between offices and bus stops, were either undertaken directly by the council or were achieved through a business small grants scheme, depending on the land ownership situation.

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.

Bus service improvements as part of the LSTF are described in [CHAPTER 3](#) of the main report. Many of these were aimed at creating or improving options for staff to reach employment sites. Many projects specifically designed services to cater for shift patterns and for 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, for some other worksites bus services were deteriorating due to revenue funding cuts resulting from wider economic constraints. In these places projects found it difficult to promote the public transport offer.

Creating a long-term legacy

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

Projects took steps at both employer level and employee level to prolong the influence of their work.

Employers' business travel networks can become self-funding forums that perpetuate travel planning after the lifetime of a project. For this reason **Leicester** and **Wokingham** rated their success in building up active 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, despite future funding uncertainties. **Leicester** had found it appropriate and useful to charge businesses to be members of their business travel network from the outset.

With employees, projects aimed to motivate individuals or groups within workplaces to carry on sustainable travel activity. **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'. Projects found it worthwhile to invest in training their champions. For example, **Bournemouth** trained its workplace active travel champions so they could lead walking, running or cycling activities. **Birmingham** also set up workplace bike user groups, giving broader support to their workplace champions.

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. However, in a number of projects the resulting data quality was not high enough to allow those projects to demonstrate definite change. Several learning points arose:

- ‘Baseline’ staff travel surveys need to be collected as early as possible, so that these represent a pre-project baseline.
- Survey questions about frequency of different modes of travel need to be identical from year to year to be able to show what change has occurred.
- Surveys need to be at the same time of year, each year, so that seasonally variable modes of travel such as cycling can be compared from year to year. Some projects aimed for an annual survey to monitor progress but others found this hard to achieve with participating businesses working to different internal timetables.
- Survey results need to be presented business-by-business, because lumping them together may create false impressions if numbers of responses vary from one survey to the next between businesses that have different travel characteristics (e.g. shift working compared with flexible working).
- Where lumping businesses together is essential (e.g. where small businesses are the dominant type of employer and each business is too small to give statistically robust numbers) it is necessary to assess which businesses have similar travel characteristics and consider these together. Businesses with different working practices should be excluded. It is also important to ensure that the survey results cover exactly the same set of businesses from one year to the next.

East Yorkshire emphasised how essential it was to understand the context in which outcome data had been collected. For example, one employment site in Goole had a large turnover of staff between two workplace travel surveys: the new employees included foreign workers with a completely different approach to sustainable transport, and as a result of this, shared car use and cycling went up. Without familiarity with the project, this result could have been misinterpreted.

Wokingham supplemented staff surveys with qualitative interviews at various levels within participating organisations and felt these provided useful evidence of the value of the project to participating businesses.

Other valuable types of monitoring included:

- Travel surveys of recipients of personal travel plans and participants in workplace challenges. PTP would ideally be followed by two surveys so that it is possible to show how much the changes in behaviour persisted. For example, **Derby** carried out surveys one month and three months after participants had received their travel plan.
- Monitoring use of cycle routes. Changes in levels of cycling are much more likely to be detected using automatic cycle counters than occasional spot counts, which are inherently more variable.
- Monitoring bus patronage on services serving employment sites. Some projects found that monitoring the uptake of public transport season tickets on employment sites proved a useful addition to monitoring patronage on relevant bus routes.

LEARNING SPOTLIGHT D: INCREASING TRAIN TRAVEL AND SUSTAINABLE TRAVEL TO STATIONS

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.

Projects focused on stations where there was an opportunity to resolve a strategic issue, such as filling a missing link in the transport network; connecting residential populations with growing employment areas; or alleviating pressure at popular stations. In some cases, LSTF provided the funding to achieve a long-held ambition. For the most ambitious rail projects the local authority may have been considering development of the local rail franchise, and even having talks with DfT and the Train Operating Company (TOC), since well before LSTF.

For example, **Wiltshire** had long been aware that the existing TransWilts Line service was too sporadic (two trains each way per day) to provide an effective link between the County's key western towns and Swindon to the north and Salisbury to the south. This 'missing link' in the local rail network was seen as constraining the local economy in these towns, and as failing to provide drivers on the congested A350 corridor with a viable alternative. With such good potential for improvements to benefit the County's strategic transport network, and the potential to generate revenue from spare capacity on the Line, Wiltshire had a strong case for improvements at six stations and a quadrupling of services. When it applied for LSTF funding, the Council was already in a position to be confident that its aspiration could be delivered as a 'priced option' in the (then) forthcoming Greater Western franchise, and that the DfT and First Great Western were supportive of this plan^{xx}.

Projects typically targeted stations that had an issue that needed addressing, or potential that could be exploited. In general, they met more than one of the following criteria:

- Located where there was a gap in provision of rail services between key origins and destinations
- Located where improvements would benefit a number of train services, stations and/or destinations
- Served by infrequent or poorly timed services
- Services were under-utilised, so there was spare capacity for more passengers on trains
- The rail line was under-utilised, so there was spare capacity for more trains and/or stops
- Located where many people were travelling to the area for a specific trip purpose (e.g. tourism)
- Poorly maintained and/or poorly perceived by the local community
- Low levels of local awareness of the station and/or its services
- High car use for travel to the station and low use of sustainable modes
- Car parking at capacity or spilling over into nearby residential areas
- Located within walking or cycling distance of existing and potential passengers from nearby residential and employment areas
- Potential for a number of smaller improvements to collectively have high impact

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

Projects found that it was important to look at all the available data on passenger flows, capacity and mode share, both in order to focus their effort where the need and potential were greatest, and to plan what initiatives to carry out. In **Warwickshire** there was local interest in routing all new Stratford to Birmingham services via Henley-in-Arden. However, in reality demand was much higher for a route via Solihull. Having sound research ensured that Councillors were confident the new services at Stratford-upon-Avon Parkway Station would meet actual demand.

In the case of new stations and services, projects found that a strong business case was essential for getting DfT, Network Rail and train operating companies interested in their plans. As Lincolnshire's officer pointed out: *"lobbying for extra stops or new services puts you in a catch 22 situation, as people won't use the station until new, more convenient, stops and services are provided; but these are hard to justify when station footfall is low."* In Warwickshire, the evidence of unmet demand that officers had gathered enabled them to build an economically and strategically sound business case, which interested the local train operator London Midland.

Projects found it was easier to engage TOCs and Network Rail when the business case made it clear how they would benefit from the project, whether through efficiency savings or increased profits.

Some projects used MOIRA (the rail industry's demand forecasting model) to assess the potential impact of their plans. However, the Wiltshire representative cautioned: *"MOIRA does tend to be rather conservative and work better where change would be incremental. For projects intending to create a step change in rail travel its projections might be rather on the low side, underestimating the real value of the project."*

Other projects found guidance published by the Association of Train Operating Companies useful when developing their plans, such as their Cycle-Rail Toolkit and guidance on station travel plans and development management^{xxi}.

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.

PROJECT DESIGN MENU D (see **PAGE 41** of the main report) lists the possible elements of a rail-focused project. LSTF projects aiming to get more people travelling by train typically focused on activities listed under the sub-menus *Building new stations or providing new services* and *Making stations better for passengers*, complementing these with some from *Raising awareness of options*. Projects aiming to get more people travelling to or from the station sustainably typically focused on the activities listed under the sub-menus *Making stations better interchanges between modes* and *Raising awareness of options*.

Projects found that there were advantages in delivering promotional activities in parallel with the opening of new stations, services, routes and facilities. **Warwickshire** found that the very visible building works for the new Stratford-upon-Avon Parkway Station helped created a local 'buzz'. Nearby residents were consequently very open to discussions with PTP advisers, and interested in trying out train travel using free taster tickets.

Where rail services are already adequate but under-used, it might not be necessary to make extensive station improvements in order to increase rail use. Awareness-raising, encouragement, and provision of incentives may be sufficient. A few projects offered discounts for rail travel, for which there was good take-up and resulting mode shift. **Hampshire** reported good take-up of its rail

discount card (4,140 people). In **Wokingham** 2,486 people took up the offer of a 15% rail discount card by March 2015. A 2014 survey of cardholders found that 131 (16%) had previously travelled to work by car^{xvii}.

Partnerships

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

It would not have been possible for projects to deliver their rail initiatives without working in partnership with Network Rail and TOCs. Projects found that it took a long time to find the right departments and people to speak to within these organisations. Like other large organisations, they have their own processes, timescales and hierarchies. It took some effort to understand these, and to reconcile them with local authority and LSTF project timescales and governance.

As having dedicated rail expertise within the local authority seems to be the exception rather than the rule, most projects faced a steep learning curve. One project representative summed it up: *“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.”*

Consequently, projects found that it was necessary for them to work hard to maintain momentum with rail industry partners in regard to their project. They advocated creating a process to facilitate this and making allowance for enough staff time to manage it. For example, **Wiltshire** set up the ‘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.

Projects found it much easier to work with rail industry partners once they had built some contacts and amassed working knowledge of the rail sector.

Devon found that a regional manager within First Great Western was an invaluable early ally. Their representative said: *“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** thematic project (led by Bedford Borough Council) asked Network Rail to nominate a ‘champion’ for their project, who was able to provide internal information and help resolve problems.

For the most complex projects, it was at times helpful to draw on the services of rail consultants. For example, **Warwickshire** used a specialist consultancy to help them navigate the rail industry and provide advice on the legal, property and procurement issues surrounding building a new station.

At least one project looked outside the rail industry for their champion. In **Wiltshire** the local MP was a key advocate of the planned TransWilts Line improvements and helped keep First Great Western and the local Community Rail Partnership on side, in particular when delays in the re-franchising process disrupted the project.

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

Projects that seek to deliver ambitious rail initiatives, 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, then 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.”* Getting advice or support from DfT, to whom Network

Rail and TOCs are accountable, could help redress this imbalance. Rail projects may find it a very worthwhile investment of time to build relationships with key officials such as the Franchise Manager, or ask DfT officials managing their funding to liaise internally and nominate an official in the rail directorate as the project's 'champion'.

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

To deliver station improvements and activities at the station, projects needed to work with individual Station Managers. These acted as their day-to-day contact and often had the final say on what could (or could not) happen at their station.

In most cases TOC management teams did not appear to have proactively directed their Station Managers to be accommodating of projects' needs. So how Station Managers responded to projects varied dramatically. In some places Station Managers were very flexible and supportive; in other places they could be uninterested. One project which encountered a particularly resistant Station Manager found that building relationships across multiple levels and departments within the TOC provided them with a counterbalance of support, which helped them make progress.



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.

It was a common experience for the delivery of LSTF rail schemes to have been hindered at some point by factors outside the control of the project team. Solving these issues required a combination of patience, creativity and tenacity.

In **Wiltshire** there was a seven-month delay introducing the enhanced TransWilts Line service due to the rail franchise competition for the Greater Western area being unexpectedly terminated. Although originally scheduled to start in May 2013, the enhanced services were only introduced in December 2013, after the extension of First Great Western's franchise was confirmed.

Network Rail were supportive of plans to pedestrianise the forecourt of Exeter Central Station in **Devon** and were willing to lease the land to the Council for a peppercorn rent. However, they were unable to vary the standard lease conditions, which gave them the right to withdraw the lease at any time and require the land to be reinstated to its previous layout. This made the Council wary, as £0.5m of investment would be wasted if this happened. Negotiations resulted in the Network Rail

Route Managing Director providing a ‘letter of comfort’ to reassure the Council of their support for the pedestrianisation. This gave Councillors the reassurance they needed to approve the scheme.

When **Tees Valley** provided funding for additional services to call at the new James Cook University Hospital Station, they were well-timed for connections between Transpennine and Esk Valley services at Middlesbrough. However, Transpennine subsequently made timetable changes that meant some passengers had significantly longer waiting times. Initially, timetables and connections also meant that hospital staff living in Stockton, Billingham or Hartlepool could only travel to work by train for shifts beginning after 8.53am. These issues continue to undermine the attractiveness of rail travel for many staff and patients but it is hoped that they will be resolved in the future by the introduction of earlier services on this route, potentially by December 2017, as part of improvements to be delivered by the new Northern franchisee.



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

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

Some projects developed station travel plans to help structure their work with stations, while others did not. The presence of a station travel plan, or lack thereof, does not seem to have affected how successful a project’s rail-related initiatives were.

Where station travel plans were developed, they were most useful when a range of stakeholders (such as Network Rail, TOCs and community rail partnerships) were brought into the process alongside the local authority. For example, **Wiltshire** developed station travel plans for all 13 stations in the County. The ‘Wiltshire Station Travel Plan Steering Group’ was set up to oversee these, including representatives from Wiltshire Council, First Great Western, South West Trains and Network Rail. Quarterly meetings were an opportunity to share progress updates and resolve issues with the delivery of station travel plan actions. Wiltshire felt this group had been crucial for building understanding between the different parties who each had their individual agendas, as well as for enabling them to adapt their project to changing circumstances. The local authority is confident that the Steering Group will be an ongoing forum and will allow collaboration on future funding bids.

Station travel plans were also considered to be useful for long-term planning. TOCs are unable to offer any certainty past the end of their current franchise period and may only have limited interest in a station’s integration with the wider local transport network. A station travel plan can codify a long-term vision, and can also ensure that the station is properly considered within wider local strategies, such as for town centre masterplanning and parking management. Both **Wiltshire** and **Swindon** felt that their station travel plans will help to ensure their projects’ legacy.

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.

Some LSTF projects subsidised bus services between stations and local residential and employment areas. However, these were not all successful.

Warwickshire initially funded a peak-time commuter bus service between Stratford-upon-Avon Parkway Station and nearby residential areas. Low patronage on the route caused it to be withdrawn after only a year. Warwickshire will now wait until new housing developments in the local area are complete before reassessing potential for re-starting the service. This approach, however, risks new residents becoming used to driving, and so it would be preferable to fund loss-leader services for a longer period where project budgets allow.

In **Wiltshire** the subsidised feeder bus service to Melksham Station was also not commercially viable, despite being used by 75 people per day (February 2014 figures). Instead the operator has reworked a pre-existing service so that it calls at 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.

There are clearly potential issues with securing long-term funding of services and maintenance of new assets when these were put in place using time-limited funding such as LSTF. The timescale of such funding does not always neatly coincide with a franchise renegotiation, when new services and infrastructure might be mainstreamed in to the TOC's contract at the outset.

Warwickshire successfully submitted a business case to DfT for the inclusion of enhanced Stratford-upon-Avon train services into the 'Direct Award Contract' the Department was negotiating with London Midland. However, this was not possible to do until 2014/15 and will not come in to effect until mid-2016. So the local authority had to originally set up the station and services mid-franchise, with the cooperation of London Midland.

In the **Tees Valley** the project received assurances when putting together their LSTF bid that Northern Rail would continue to serve the new James Cook University Hospital Station, as well as maintain the new infrastructure there and at other Tees Valley stations, as part of their rail franchise. The new station became the property of Network Rail with the TOC acting as the 'Station Facilities Owner'. Due to financial restrictions in the final year of its franchise, Northern Rail were unable to deliver the aspiration for an early morning commuter service or an all year round Sunday service, which would have improved service provision to James Cook Station. However, these improvements have been specified in the new Northern franchise, which began operation in April 2016, and are due to be delivered as part of a series of timetable improvements. These will see year-round Sunday services introduced in December 2017 and an early morning commuter service from Whitby to Middlesbrough begin in December 2019.

Monitoring and evaluation

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

Collecting data to monitor rail-related initiatives can be problematic. Projects found that TOCs might be reluctant to share detailed passenger data due to commercial sensitivities, while passengers

might be unwilling to participate in surveys as they dash to catch a departing train or get home. Therefore they had to devise other, less obvious, means of capturing data. The types of sources they used included:

- Usage figures for station facilities (e.g. **Devon** did cycle parking counts)
- Data from automatic traffic counters and manual counts at locations en-route to the station (e.g. **Wiltshire** integrated station-specific locations into wider local transport monitoring)
- CCTV data (e.g. **Devon** analysed footage of station users entering and exiting the station)

Swindon developed different data-gathering approaches for different audiences. They used face-to-face surveys at the station with off-peak and leisure travellers, but engaged commuters and business travellers in online and paper surveys, which could be completed on the train, at work or home.

Projects recognised the value of continuing to collect monitoring data even after their rail initiatives ended, especially when capital improvements had only been completed towards the end of the project. They felt this would help them to demonstrate the longer-term outcomes of their work and to make the case for future funding.

LEARNING SPOTLIGHT E: HELPING JOB-SEEKERS INTO WORK

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.

Some LSTF projects began by targeting their job-seeker support projects in particular areas – for example, areas with high levels of unemployment or poor transport links. However, there were advantages in making the service local authority-wide. **Centro** found that offering their Workwise service right across the West Midlands rather than just in the most deprived areas meant that job centres were more willing to publicise it, because they no longer had to worry about whether a claimant would be eligible. The **Tyne & Wear** 'Wheels to Work' project was initially targeted at relatively rural areas with poor public transport, away from the metro system. However, it became clear that the main need for the project was amongst people who worked shifts, who needed to get to work when public transport was not running. The project was therefore expanded to cover the whole Tyne & Wear area.

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.

Most projects relied on partner organisations working directly with job-seekers to identify people who were in need of one-to-one support. These organisations included:

- Jobcentre Plus
- Social enterprises and voluntary organisations
- Work Clubs
- Major local employers
- The probation service

Experience of working with Jobcentre Plus varied. Newly established projects found that it was very difficult to engage Jobcentre Plus and that they received few referrals this way, or little feedback on the extent to which the free bus tickets they supplied were making a difference. However, some longstanding projects had been able to build on good pre-existing relationships. Investing in these long-term relationships had clearly been worthwhile, but it had not provided a quick yield.

Blackburn with Darwen advised that where the relationship with Jobcentre Plus was not yielding good returns, the best strategy was to 'let go' and concentrate on developing other partnerships: in their case, with social enterprise Bootstrap Enterprises, 13 Council-run Work Clubs, and the probation service. This is particularly important for projects that may only have short-term funding before having to show results (like LSTF), where there may not be the luxury of taking time to establish an effective relationship.

In contrast, the **Merseyside** project had a very good relationship with Jobcentre Plus, but this had taken a long time to establish and pre-dated the LSTF project. **Centro** also had a good relationship with Jobcentre Plus, based on a longstanding project (Workwise was established in 2003). This had started as a pilot, with a Workwise officer based permanently in a local job centre so that she could see how their processes worked.

Tyne & Wear found it was beneficial to work with major employers' training schemes, so that

employers knew when recruiting that trainees would be able to get to work even if they did not have a car. For example, Nissan is sited on the edge of Sunderland. Job-seekers who go through Nissan's training programme automatically receive access to 'Wheels to Work', and by the time they have completed their training at Nissan they will also have completed their Compulsory Basic Training so that, if offered a job, they can get to work on a moped.

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.

Different LSTF projects concentrated their efforts on different groups of job-seekers. Some projects mainly supported long-term unemployed people, while others focused on job-seekers who had until recently been in work or education.

Blackburn with Darwen mainly worked with long-term unemployed people who 'didn't fit' into the rigid support structures offered by Jobcentre Plus and Work Programme providers. This meant that they were not duplicating the services offered by other organisations, and were able to help a large number of people who would otherwise have slipped through the net. **Merseyside** also felt that long-term unemployed people who were remote from the jobs market were an important group who could particularly benefit from their 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, since the contractors responsible for running the Work Programme have access to budgets that they can use to meet travel needs of the people they are supporting.

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 that 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. Even among people who said they would have taken up the job offer anyway, around half reported that they would have struggled with the cost of fares, or would have had to borrow money.

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 who have been unemployed for a long time often have multiple difficulties, and it is not realistic to expect that a free bus ticket on its own will fix things. The LSTF projects working with long-term unemployed people recognised this, and adopted a flexible approach that aimed to provide the support that was actually needed by each individual. The offer of a free bus ticket was something tangible that provided a 'way in', but beyond this, the relationship with the unemployed person was very important.

Because of this, **Blackburn with Darwen** emphasised that it is vital to employ the right people to

work with job-seekers. You need people 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 have known what it is like to be unemployed. Blackburn with Darwen had developed its support for long-term unemployed people into a mentoring service that addressed wider issues as well as helping with transport.



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

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 LSTF projects was free public transport passes, including day tickets for travel to interviews or training, and longer-term passes (e.g. for one month) for people starting a new job. Monitoring evidence collected by **Centro** (reported below) suggested that the offer of free bus tickets had resulted in an increase in 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.

Job-seeker support projects that had been established for some time had adopted eligibility criteria: for example, at **Centro**, people starting a new job could receive a free travel pass for up to two months, but were only eligible if they had not received this support in the previous 12 months. On **Merseyside**, only people starting a new job with a contract for at least three months were eligible for a free travel pass. Smaller LSTF projects were less likely to have adopted formal eligibility rules, and instead looked at each applicant's needs individually. **Blackburn with Darwen's** officer said that: "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.

Personalised journey planning was also an important part of the 'offer' for most projects. In some cases, this was automatic – for example, at **Centro**, every free travel pass sent out by Workwise was accompanied by a personalised journey plan. Smaller projects where advisers had more one-to-one relationships with clients only offered a personalised journey plan to people who needed it (for example, using Liftshare's 'MyPTP'), but were also able to provide tailored advice. In **Tyne & Wear**, the organisation providing the LSTF-funded 'Wheels to Work' moped hire service (Adapt NE) found

that many of the people who came to them for a moped in fact 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. They commented that: *“It’s important that the project is approached in as holistic a way as possible.”*

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 fairly low uptake of bicycles (or electric bikes) compared to mopeds.



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

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, which concentrated on building the skills of unemployed people – rather than on providing a means of transport to work and interviews – was very successful. The Bike Academy was set up by the Council in partnership with a local charity, using LSTF funding. 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 were then able to keep. They received a cycle maintenance qualification (enhancing their CV); were trained to ride on-road; and were provided with safety equipment. The Bike Academy also worked with asylum seekers, incorporating English language training alongside cycle maintenance.

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.

Local transport authorities with well-established job-seeker support projects had used this experience to make sure that colleagues working on employment issues understood the importance of travel support and built it into other programmes. Merseyside had a seat on the Employment and Skills Board for Liverpool City Region, with representation both at Director level and on the Lead Officers Group. 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.

Several projects had identified ways of reaching more job-seekers. **TfGM** ran half-day training sessions for frontline advisers from Jobcentre Plus, Work Programme providers, Work Clubs and community groups. These sessions showed advisers how to help job-seekers plan their own travel; they also ensured that advisers knew about other services TfGM could provide to job-seekers, such as free and discounted travel passes and free refurbished bikes, and encouraged them to become ‘travel champions’, sharing their new knowledge with colleagues in their own organisations. A total of 420 advisers received the formal training. **Leicester** also ran training sessions for 360 Jobcentre Plus staff at four job centres, showing advisers how to use online journey planning tools so they could share their knowledge with job-seekers. In a previous project, **Merseyside** took Jobcentre Plus advisers out by bus so that they could see how difficult it was for people to access work at certain locations. This helped advisers to recognise that travel could be a major barrier preventing someone from taking a job even if they were qualified for it. As their representative said: *“It’s about raising awareness amongst our partners, and equipping them with the transport skills to be able to support unemployed people.”*

Also in **Merseyside**, Merseytravel and the five district councils decided that it was important that services should be provided to local people by the community organisations that were already close to them. So they worked with community organisations to equip them to provide journey planning, and to encourage them to point job-seekers towards the free bike to work scheme 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.

LSTF projects found it difficult to monitor the effectiveness of their support for job-seekers. Surveys tended to get low response rates, and Jobcentre Plus and Work Programme providers were unwilling to share data on clients’ employment status, citing data protection issues.

Centro had established a strong approach to monitoring. All clients were sent a baseline two-page 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 to encourage people to complete the survey. Despite this, response rates tended to be low. The baseline survey asked whether the respondent had ever decided not to attend a job interview or take up a job offer because of transport difficulties; and how often they were travelling by public transport with their free travel pass, compared to their previous travel patterns. The follow-up survey asked whether the respondent was still in employment 6-9 months later; whether they would have been able to take the job without help from Workwise; and how they travelled to work now (at 6-9 months).

Centro found that a high proportion of those who had stayed in employment were still travelling to work by bus 6-9 months later (although the result should be treated with caution because of the low response rate to the survey). Centro were able to use this evidence to persuade 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.

Another eight LSTF Large Projects had undertaken a variety of post-intervention surveys of job-seekers. These surveys were all small in scale and so should be treated with caution. However, taken

together, they suggested that job-seeker support services were enabling job-seekers to make trips that they would not otherwise make to interviews, training and work placements, hence intensifying their job search; that they were enabling people to accept job offers that they would not otherwise be able to take up; and that having accepted a job offer, they were enabling people to stay in work^{xxiii}.

The evidence from these small-scale surveys suggests that it would be worthwhile for local authorities that undertake similar job-seeker support projects in future to budget for a jointly-commissioned larger-scale follow-up survey of a representative sample of job-seekers who have received support, in order to gather more robust evidence on the effects of this type of project. This should explore what types of support were most useful; how significant this support was in enabling recipients to obtain or retain a job; why the support was effective (e.g. because it enabled job-seekers to attend more interviews, or to get to a training course, or to widen their job search area); and whether recipients subsequently stayed in employment.

LEARNING SPOTLIGHT F: MARKETING SUSTAINABLE TRAVEL

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 that their awareness-raising work and other activities were interdependent. Awareness-raising was integral to the success of other activities, and equally, a high quality sustainable travel offer was integral to the success of their marketing.

For example, **WEST** gave patronage on the new X2 and X3 Portishead to Bristol bus services an early boost with a door drop and free ticket offer to 6,400 addresses, plus media advertising and a launch event at Portishead marina. Conversely, other activities provided awareness-raising opportunities on which marketing teams could capitalise. For example, highly visible building sites (e.g. for new cycle hubs or bus stations) generated a local ‘buzz’.

Projects felt that better integration between awareness-raising and other work would have made them more efficient and effective. They advocated involving a project’s marketing specialist(s) in the planning and design of other activities, and incorporating the needs, opportunities and timescales of other workstreams into a project’s marketing strategy. In **Tyne & Wear**, the marketing team undertook a stakeholder analysis of target locations (workplaces and schools within the A1 congestion corridor). They realised several critical points: that parents are the key decision makers for school travel, and that different messages were needed to engage employers and employees. The project used this knowledge to develop its school and workplace packages, as well as its brand and marketing strategy. Once the project was in its delivery stage, the marketing team met regularly with representatives of other workstreams, to ensure they were meeting the needs of the other workstreams and to keep them up-to-date with project-wide awareness-raising activities.

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

Awareness-raising for sustainable transport is about *proactively* persuading people to change their behaviour, e.g. “try using this new cycle route, it’ll help you to get to work quicker and stay fit”. This is very different from passively communicating what has been done, e.g. “we built this cycle route”. A proactive approach requires a larger budget and staff with the right skills. Some projects underestimated the resources and time required for research and development at the outset.

Transport professionals are not always the best people to deliver the awareness-raising element of a sustainable transport project. For example, a transport consultancy running PTP for a local authority initially carried out door-knocking between 9am and 5pm, when the majority of commuters (a key target) were not at home. Input from the marketing team could have helped tailor the approach to the target audience, or a brief highlighting the joint ‘marketing and communications’ and ‘transport’ nature of the project might have elicited tenders proposing a more appropriate approach.

Some projects delegated marketing responsibilities to their corporate Communications Team. **Birmingham’s** project recruited specialist marketing staff to the project team. **Tyne & Wear** recruited experienced marketers but also outsourced some of the specialist elements of their marketing, such as public relations and social media engagement.

Swindon and **Thurrock’s** experience of outsourcing was that while this provided staff resources, it was rather inflexible as work had to be in line with the agreed contract. **Swindon** subsequently brought delivery of its PTP scheme in-house in order to gain flexibility and be able to invest time in delivery rather than procurement. Projects that outsource in the future should require suppliers to adopt a flexible approach that can evolve to meet the project’s needs.

Targeting

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

Most projects targeted their awareness-raising activity to specific geographical areas or specific types of people whose travel habits they wanted to influence. Some projects researched these target areas and audiences to see how they could best reach them (i.e. which channels to use) and what messages would resonate. For example, **Centro** used MOSAIC data and the knowledge of their Communications Team to profile the people living in their ten target corridors. **My Journey**^{xxiv} used MOSAIC data to create marketing profiles, as well as used attitudinal data and behavioural theory. But they cautioned that: *“while behaviour change models are useful from a theoretical point of view, the real life challenge is that not everyone is moving through the model’s stages at the same time”*.

Depending on the message being communicated and the channel used to do this, projects found it could be beneficial to either open up or narrow down their marketing activities. **Centro** relaxed their approach when it became clear that it was impossible to market solely to their target corridors, when one street was ‘in’ the target area and the next was ‘out’. This meant, for example, people from both streets might respond to a billboard advertisement on the ‘in’ street. Centro decided that if people took up their ‘call to action’ then they would engage with them, rather than telling some people they were not eligible for support.

Creating a clear approach

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

Most projects used a consistent branding for all their awareness-raising activities. Many of these brands have become ‘business as usual’ for these authorities, and so are a visible legacy of LSTF.

Some projects used their existing brand, such as ‘Travelchoice’ in **Peterborough**. Local authorities that did not already have a sustainable transport brand created one. Others adopted a brand already established in a neighbouring area, such as ‘Local Motion’ in **Darlington**, which was adopted in South Durham and the wider Tees Valley. Where a lot of everyday journeys cross local authority boundaries, using local variations of the same brand can be beneficial. The target audience is likely to be the same people (e.g. resident in one guise, commuter in another), or groups with similar social demographics. Adopting an existing brand can also be more cost-effective. Many are designed in such a way that they could be easily adapted to new localities. The marketing **CASE STUDY** (see **PAGE 63** of the main report) looks at how authorities in the **Hampshire and Solent** area developed the regional ‘My Journey’ brand, so as to be cost-effective and avoid confusing travellers.

In a few cases projects decided not to use a sustainable transport brand and instead adopted existing brands. For example the **New Forest** chose to use the ‘The New Forest’ tourism brand and those of local visitor attractions. The project provided local attractions with information, photos and maps so they could insert transport-related messages into their own communications with visitors.

Projects tried to ensure the same branding was used for all customer-facing activities, even those run by external delivery partners (e.g. consultancies delivering PTP, not-for-profit organisations running cycle training). This helped brand awareness spread more quickly and their audience could make connections between different elements of the project they came across in different contexts.

Projects found it worthwhile to have guidelines about how their brand identity should be used, which they enforced with delivery partners. **Tyne & Wear** had guidelines on the use of their ‘Go Smarter’ logo, branding and the key messages to be conveyed. There was a sign-off process for getting approval to use the brand and delivery partners’ use of the brand was monitored. In the **Lake**

District, the ‘Drive Less, See More’ brand identity came 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.

The messages projects conveyed through awareness-raising activities can broadly be categorised as having the intention of:

- Creating awareness of the local sustainable transport brand (and its associated website)
- Selling the benefits of choosing sustainable travel (e.g. cost savings of car sharing, health benefits of cycling)
- Signposting people to the project’s services (e.g. led walks, cycle training)
- Providing travel information and journey planning tools (e.g. real-time bus departure information, cycle maps)
- Providing advice on safe and responsible use of sustainable transport (e.g. using shared routes responsibly, bike security)
- Incentivising the use of sustainable transport (e.g. free bus taster tickets, discounts at attractions for visitors arriving by sustainable transport)

Most awareness-raising activities communicated several messages at the same time. For example, a Travel Adviser might explain to a resident the benefits of sustainable travel; provide travel information by suggesting the best bus route and offering the relevant timetable; and incentivise them to act on the conversation by offering a free bus taster ticket. To build brand awareness the Travel Adviser would be wearing a uniform and all the resources given out would be branded and feature the website address.

It was common for projects to focus on different messages for specific audiences at certain times of year. For example, **Darlington’s** ‘Local Motion’ campaign included: ‘The Big Summer’ aimed at promoting walking and cycling activities to families during the summer; a travel safety campaign for all travellers in the autumn; and a New Year promotion targeting car-driving commuters.

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

Projects recognised that it would be more productive to highlight benefits to the individual (e.g. better health and wellbeing, saving time and money, having fun), rather than emphasising that sustainable transport was the environmentally or socially responsible choice. For example, the **Lake District’s** ‘Drive Less See More’ marketing campaign highlighted how bus travel or cycling gave visitors the chance to enjoy the view. Visitor surveys in the Lake District showed that the greatest mode shift occurred in the years when a majority of visitors indicated they had chosen sustainable transport because ‘it was part of the visitor experience’.

Centro also found a focus on self-interest was useful when working with businesses. As their representative put it: “Inviting someone to a business breakfast on sustainable transport is [not very interesting]. An invitation to discuss business improvement grants for transport, which can help more customers get to you, improve the health (and therefore the attendance and retention rate) of your staff, and save you money on car parking management is another matter!”



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.

Projects used different combinations of tools and channels according to the time of year and the area or audience. **Centro** reached businesses via local media (e.g. Birmingham Post, local radio) but found that outdoor advertising was the best way to capture the attention of job-seekers who might be interested in their Workwise service.

Projects modified their approach over time, to take advantage of developments in digital and social media. A number of projects moved away from using printed materials, in favour of online information, which can be more swiftly and cheaply updated.

Projects were also opportunistic. **Staffordshire** launched their 'Big Commute' campaign following an announcement of works by Severn Trent Water that would cause roadworks and diversions in Stafford for more than a year. The project pre-empted negative media coverage about traffic chaos, and used the news to persuade affected workplaces to hold travel clinics, where they spoke to employees about other travel options and gave out 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.

Projects used websites and social media to provide up-to-date information and make contact with people. However, the rate of technological change and the specialist skills required to use these channels meant that they were not always easy to use effectively.

Some tips shared by projects about use of digital media were:

- An online journey planner (or other interactive map or tool) pulls people to your website and encourages repeat visits. Use existing online tools where possible, rather than reinventing the wheel.
- Apps must add value, perhaps saving the user time or enhancing their travel experience (e.g. real-time information rather than just timetables). A mobile version of your website might be just as useful, as well as cheaper and easier to update.
- Piggyback on others' social media profiles. Identify popular, relevant people and pages, and then post messages via them, to reach their friends/followers who may then like or follow your page too (e.g. **Tyne & Wear** posted to NetMums about school run issues.)

- Think about which of your messages are best suited to social media and how it links with your other activities (e.g. put photos from a cycling festival on Facebook and people might share the ones they are in).
- People who like or follow you on social media are already engaged, so think how you can use it to inform, reward and motivate existing sustainable transport users.
- Set and maintain the right tone on social media, so it doesn't become a forum for negative feedback about late buses, potholes, etc. Redirect complainants to a private message or email conversation.
- Concentrate on building a profile on the platform(s) where the greatest concentrations of your target audience are (e.g. for employers it might be LinkedIn, for young people it might be Instagram).
- Be proportional in your efforts! Your social media audience might be relatively small, or a lot of your target audience may not 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.

Some projects found that satisfied customers made valuable recommendations of their sustainable transport services to family, friends and colleagues. In particular, **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.

Both **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 should be used with caution though, as advocates must have the right personal style to be effective 'brand ambassadors', and be well-connected within their community and able to make use of these connections.

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.

It may not be possible to isolate the effect of travel awareness-raising activities on people's travel behaviour, since these activities usually take place in conjunction with other interventions. For example, a bus promotion campaign may have been implemented at the same time as more frequent services, new buses and real-time bus information at stops.

However, some awareness-raising activities can be monitored. The most useful evaluative information is likely to come from pre- and post-intervention travel surveys, which are possible where the people receiving the intervention can be identified in advance (e.g. for activities such as residential PTP). Where pre-intervention surveys are not possible, post-intervention surveys can still be used to find out how people have changed their behaviour, and also to gather useful attitudinal information. For example, post-intervention surveys after bus taster ticket campaigns might ask how often the respondent used the bus before and since they received their taster ticket, and whether the bus travel using their free ticket was better, the same as, or worse than they expected (helping to establish whether the campaign influenced attitudes).

LEARNING SPOTLIGHT G: STRATEGY AND LEADERSHIP

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.

The places that formed the focus for LSTF projects were selected for a variety of reasons. The main factors were:

- Perceived potential for change
- Level of support from local politicians and the local community
- Whether the area was an important focus for economic growth

County councils typically chose between one and three urban centres of varying size: for example, **East Yorkshire** selected the small town of Goole as the focus for its project, because it was earmarked for growth; was quite self-contained (with the next reasonable-sized town about 20 miles away); had a demographic and travel patterns that offered good potential for modal shift; and had enthusiastic support from local Councillors and the local MP. **Devon** worked with three towns of varying size: Exeter, Newton Abbot and Totnes. They were keen to build on previous work in Exeter (which had been a Cycling Demonstration Town); wanted to work in Newton Abbot because it was an area of high growth; and saw LSTF as a way to develop a community-based project in Totnes, taking advantage of the strong ‘sustainability’ ethos of the town.

Some urban unitary authorities focused on a tight geographical area within their town. For example, **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, including several university campuses and a new football stadium; because a lot of short journeys were being made along it by car; and because it ran through a relatively deprived area, where the road was a barrier to safe sustainable travel for local residents.

Other urban local authorities adopted a strategic ‘town-wide’ approach rather than working in sub-areas. These authorities were typically interested in what would 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**).

A few local authorities focused on an inter-urban corridor: for example, part of **Darlington’s** LSTF project was targeted at inter-urban travel to work on the corridor between Darlington and Durham.

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.

Local authorities in which politicians were supportive of sustainable transport, and where there had been a consistency of approach over many years, were able to be significantly more ambitious than those that lacked strong political backing.

Nottingham was an example of a local authority where there was longstanding support for sustainable transport. This enabled them to be more ambitious than some other local authorities.

They recognised that there was a trade-off between ambition and deliverability, and that the balance could be different depending on the length of the funding programme, but they were also prepared to invest for the long-term:

“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, but there are still difficulties with getting operators to sign up to it, because of competition rules, and there is a premium price attached to our smart card products. 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. You’re not necessarily going to overcome all the barriers in the short-term.”

By contrast, another project commented that: *“Our bid was all uncontroversial – so it was framed as ‘we will bring in £X million of funding’ and [Councillors] said ‘Great, carry on.’ They let us get on with it. But we didn’t do anything that might have caused opposition, such as jacking up car parking charges.”*

It was clear that LSTF funding enabled local authorities to undertake schemes that would not otherwise have happened. In some cases, these were projects that the local authority had a longstanding aspiration to deliver. In others, LSTF funding was used for more ‘experimental’ initiatives that the local authority would not otherwise have undertaken – leading to valuable learning. One local authority commented that: *“LSTF offered an opportunity to try some different things, which we would not have attempted at our own risk using Council money...We would do the same again, probably in a different town.”*

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, most projects had done thorough desk-based research to understand travel patterns in the targeted area. This included asking 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?

Brighton had been able to mine data that had been recently collected during the development of a new citywide transport model, and had found this was a valuable source of evidence on journey origins and destinations. They also had access to household survey data collected as part of the same exercise. The local bus operator provided a lot of useful patronage data.

Nottingham developed a public transport smart card as part of its LSTF project, and now has extensive journey origin data from this, which will be valuable in designing future sustainable transport initiatives.

Gloucestershire and **East Yorkshire** used MOSAIC consumer insight data to identify population sub-groups with greater propensity to change.

Other valuable sources of data used by many projects included Census data on mode of travel to work and trips lengths; and school ‘hands up’ travel surveys. Resources that would be valuable in future to understand the target audience in a particular area, or to decide where to focus effort, include demographic and labour force data, data on indices of deprivation, and Public Health England’s Local Health tool.

While some local authorities were able to develop a project plan and submit their bid within a very short timescale, building on pre-existing initiatives, others made a decision to spend more time gathering and analysing data in order to be sure that their project had the right focus. **East Yorkshire** made the decision to submit their LSTF bid as part of Tranche 2 rather than Tranche 1 because this gave them more time to gather baseline data and develop a strong rationale for the project. They felt that this strategy paid off.

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.

The projects supported by LSTF 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. Many project officers emphasised the importance of having a project that is adaptable.

For example, one project officer commented that: *“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.”*

This means that it is important to do a ‘reality check’ after funding has been approved, and to focus on actions that are realistically achievable.

The **CASE STUDY** of **East Riding** (see **PAGE 29** of the main report) shows how the ‘Get Moving Goole’ project adopted a flexible approach to its cycling package, adapting in light of on-the-ground experience to meet the needs of its target audience.

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.

Some of the factors that influenced whether or not a project was successful were outside the control of the project team, but many were within their control.

The most successful projects were the ones with strong local buy-in from Councillors and MPs, and where the initiative was something that local people really wanted. Successful local authorities had a very good understanding of the local area and local need.

LSTF projects were also more likely to be successful where the policy context was supportive. For example, where poor land use planning decisions had led to employment being built in car-dependent locations, it was more challenging to build bus patronage to the point of commercial

viability through ‘kick-starting’ new services (although some projects did succeed in this, where they were able to fund new services at the same time as the number of employees was expanding). It was also easier to encourage bus travel in places where this was not undermined by cheap parking.

A crucial determinant of success was the appointment of an experienced project manager who was ‘a safe pair of hands’, with a track record in the successful delivery of sustainable transport schemes.

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

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.

Where interventions had grown out of a pre-existing partnership (for example, with a university, or a group of employers), they were more likely to be successful than if project partners had been recruited to deliver a project designed by the council:

“If you are already working with them, and have a partnership in place, and projects come out of that, you’re more likely to be successful, because they think they thought of it. Whereas if you try and impose something on someone, it’s not their idea and it’s more difficult to convince them. So 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: having taken the trouble to develop partnerships with employers, universities, schools and other organisations, it is important to maintain relationships and activities (even if only at a ‘care and maintenance’ level) so that they provide a basis for working together again in the future, even if there is not an immediate prospect of doing this.

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

Persistence and willingness to adapt were important determinants of whether an intervention was ultimately successful. Most LSTF projects found that some initiatives ‘took off’, while others didn’t. In many projects, there was an element of ‘suck it and see’ – that is, try something out, and if it doesn’t work well, change it, and keep changing 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. This partly reflected the fact that many local authorities were trying particular types of intervention for the first time.

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).

A number of LSTF projects pointed to the advantages in keeping as much as possible of their project delivery in-house. One project commented that:

“We didn’t outsource anything for LSTF1 – we recruited, and we used existing staff. But for LSTF2 [2015/16] we weren’t able to do that, so we had to outsource a lot, and we had to use existing

framework contracts, so we've been limited in which consultancies we can go to. We've managed to do it, but it's not how we'd like to operate. If all the money goes out to consultants, the Council doesn't have proper ownership and control. It's easier to outsource, but the results are not as good."

Darlington had gone in the opposite direction with their PTP work: this was initially outsourced and then brought in-house. They felt that bringing it in-house had resulted in better delivery. **Swindon** similarly outsourced its PTP work in the first year but then brought it back in-house. They said:

"We found 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."

For some projects, it was feasible to re-deploy existing council staff to deliver the project – this was the case for **East Yorkshire**, whose project in Goole was one of the smaller LSTF projects. However, in general it was not realistic to expect local authority staff to deliver an LSTF project on top of their existing responsibilities, and some recruitment was also necessary.

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.

However, there were positive experiences of outsourcing to local social enterprises: for **Nottingham** *"working with the third sector and community organisations has been a big thing"*, and **Gloucestershire** and **East Yorkshire** both found that the social enterprises they had worked with to loan or refurbish bicycles had been very productive, possibly because *"the fact that it is a social enterprise makes it seem more approachable than if it was the Council"*. Use of consultancies seemed to work best where they knew the area well, and had a longstanding relationship with the local authority. Consultancies could sometimes be used to boost the capacity and skills of the in-house team – where this was done, **Devon**, **Southampton** and other LSTF projects found that it worked best to have staff seconded so they spent most of their time working 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'.

Where sub-contractors were used to deliver specific schemes within the overall project (such as workplace travel planning or PTP), it was important to make sure that they understood how their own work fitted into the overall LSTF project, and to create a feeling of 'one team' rather than lots of individual delivery partners working independently of one another.

This meant that strong project management and good information-sharing across all partners delivering the LSTF project was crucial. It was also important to be clear at the outset whether sub-contractors should deliver their element of the project using the LSTF project's overall branding (on staff uniforms, leaflets etc.) in order to reinforce the project's 'brand'; and to make sure that contact information and leads that they generated were passed on to the LSTF project when they finished.

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 enormously in the relative proportions of revenue and capital funding that they sought: from almost 100% capital to almost 100% revenue, and with everything in between.

All LSTF projects appreciated the flexibility between revenue and capital offered by the Fund and felt that the LSTF approach of a ring-fenced fund offering both capital and revenue, is a good way to support investment in sustainable transport projects at the local level. However, some commented that revenue funding can be difficult to spend wisely within a short time period, and is more valuable if it is used for projects that will have an ongoing life.

Gloucestershire pointed out that there were synergies between revenue and capital schemes. They used LSTF revenue funding for a PTP project that was linked to an infrastructure project funded by the Highways Agency's Pinch Point Programme. The PTP project got employees to change their mode and time of travel to work so they could avoid the disruption caused by the infrastructure works.

Brighton felt that it was valuable to sequence the different types of funding: they concentrated on capital schemes (such as cycle infrastructure) at the beginning, and then brought in more 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.

If done well, monitoring and evaluation will provide evidence about the effectiveness of interventions, which can inform future investment decisions and improve project delivery.

It is important to think through at the outset what monitoring data will be needed to evaluate the project, and to get data collection mechanisms in place early. However, LSTF projects were often unsure how much, and what type, of monitoring data to collect, and some felt that more directive support at an earlier stage would have been helpful^{xv}. This would have prevented some projects from collecting data at an unnecessarily detailed level. Others might have been more active in getting their baseline data collection and monitoring processes in order, if they had been clearer about what they needed to do.

It is essential to record *input* (i.e. expenditure) and *output* (i.e. activities) data for all interventions. This provides a record of the scale of activity, which in turn will enable a project evaluator to judge whether an observed change in, say, car mode share, or bus patronage, could plausibly be due to the activities undertaken by the project. **Nottingham** set up an outputs monitoring pro forma at the outset, which all individual projects were expected to complete on a quarterly basis. This gave them a strong evidence base to show the scale of activity undertaken.

Many LSTF projects also collected *outcome* data, although this was not a requirement of their grant. Those LSTF projects that collected outcome data in a systematic way are likely to be in a better position to build on their LSTF experience in future, since they will be able to understand which activities worked well, and which less well, in their local situation. Data collection should be focused 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 also be affected by many other factors. The most useful data collected to assess the outcomes of LSTF projects included:

- ‘Before’ and ‘after’ mode share surveys at workplaces, stations and other major trip attractors
- Post-intervention surveys of people who had received particular services (such as job-seekers who received support with travel costs, or people who received cycle training)
- Bus and rail patronage data
- Automatic cycle count data

Continuity and consistency of data collection require careful attention. For example, regular checks should be made to ensure that automatic cycle counters are fully functional, to avoid large gaps in the data. ‘Before’ and ‘after’ mode share data should only be reported at an aggregate level if the same workplaces are included in both waves of the survey.

Qualitative evidence may also be valuable: for example, **Nottingham** undertook some case studies, to dig deeper into why individuals had changed their behaviour.

Some projects also tried using data collected for other purposes to assess the outcomes of their interventions: for example, traffic counts and journey time data on targeted corridors. While this was sometimes useful, it was often affected by too many external factors to enable strong conclusions to be drawn about the contribution made by the LSTF project, unless other monitoring data was also available to enable ‘triangulation’ of evidence from multiple sources. One project commented that:

“There was a lot of background noise in the data we collected. We monitored travel patterns on [the corridor], and we don’t know what the changes are due to: the infrastructure works, or the personalised travel planning, or the work with [a major employment site]. We did some sense checking and it all seemed to align, but you can’t disaggregate.”

In this case, comparison of information from other sources, such as household and workplace travel survey data, might have helped demonstrate how much of the change in traffic on the corridor could plausibly be attributable to PTP and work with the employment site.

Monitoring and evaluation will need to continue even after the project has come to an end.

Gloucestershire pointed out that it was important to set aside some time and funding for the period after the project had formally finished, in order to collect and report monitoring data properly. Other LSTF projects pointed out that this was especially necessary if infrastructure is not completed until 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. Some LSTF projects carried out post-intervention surveys at 3-6 months after an initiative had been completed, and these provided useful evidence about the extent to which initial behaviour change (e.g. at one month) had become embedded and habitual. However, repeat surveys after a longer time period (e.g. one year) were not used. Future behaviour change projects could usefully include plans to measure whether new behaviour patterns have been maintained in the longer-term, as this is an area where there is currently a shortage of evidence.

LESSONS AT THE PROGRAMME LEVEL

Merit of competitive funding rounds

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

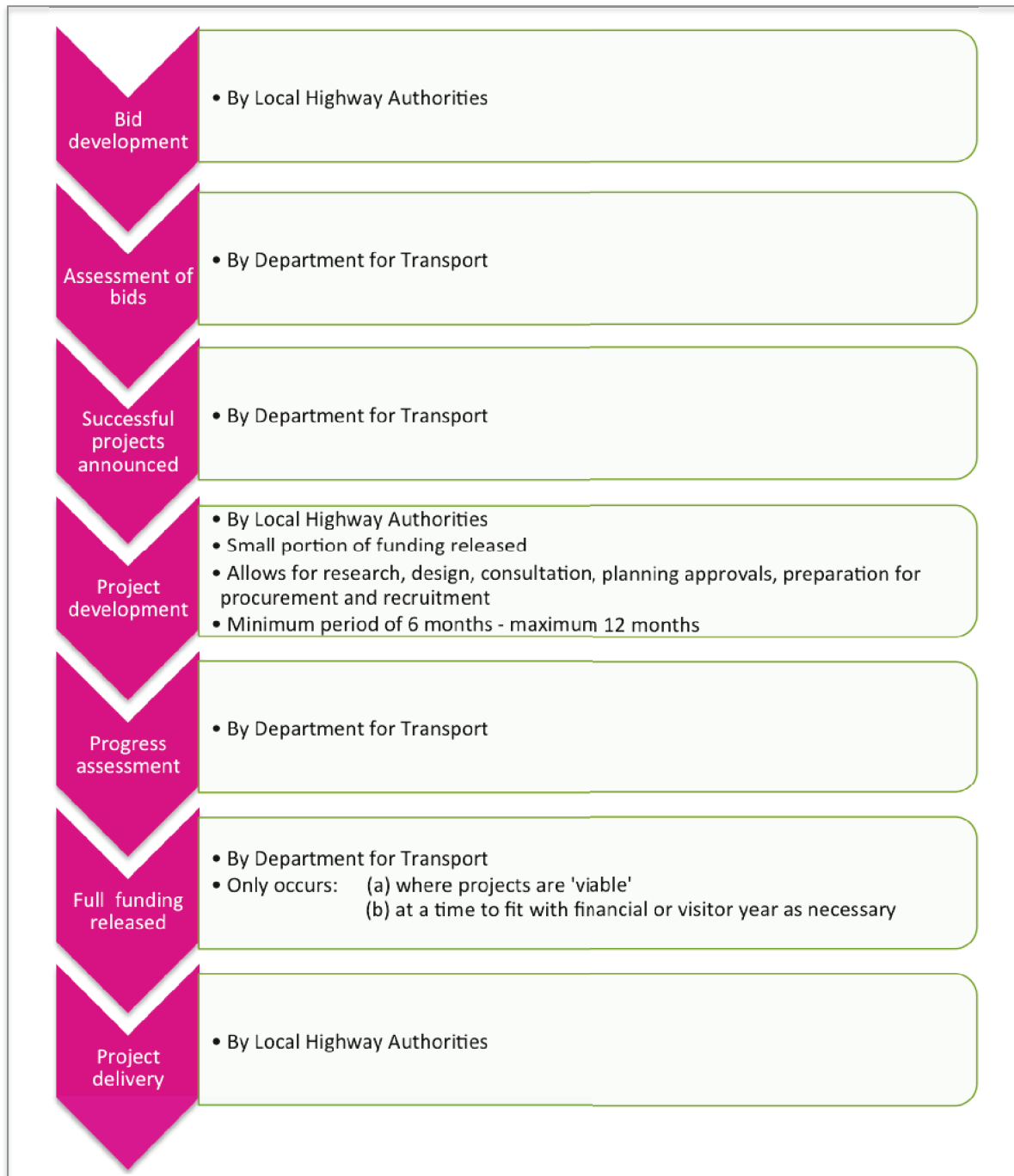
LSTF projects recognised that the productivity of the LSTF programme had been greater than it would have been if money had simply been allocated as a block grant. The requirement to develop a bid and to focus on a nationally-determined set of high-level objectives had been beneficial.

LSTF projects also welcomed the fact that they were able to move money between schemes. This flexibility was felt to have enhanced the effectiveness of the programme. Also, the balance between Large and Small Projects in the LSTF programme was felt to have been good.

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.

FIGURE 2.1: PROGRAMME PHASING TO ALLOW FOR A PROJECT DEVELOPMENT PERIOD



LSTF projects emphasised that design, approval and procurement take a significant amount of time, and that it is important to factor this lead-in time into the project delivery plan. Where projects involved multiple local highway authorities, there was an added layer of complexity in securing project approvals. Building relationships with businesses, schools and other partners also required time. Typically this meant that there was a build up period of at least six months and up to 12 months at the beginning of every project.

A high proportion of projects were unable to spend the whole of their first year funding allocation, and had to carry funding forward. This suggests that it is best to back-load the project funding profile, rather than to be over-optimistic about how much can be delivered in the first year of a project.

Some LSTF projects suggested that it would be valuable if national funding programmes were phased, with time and seed funding for an initial 'development period' for design and consultation. Funding might be of the order of £300,000 during the development period for a four year multi-million pound project. This would enable projects to carry out research, planning, design and preparation, and would ensure that schemes were viable. It would give DfT the chance to reallocate monies where schemes were found to be unviable during the development period (Figure 2.1).

LSTF projects also suggested that the funding cycle should be designed so that initiatives with an emphasis on cycling and walking, or on visitor travel, did not miss the important spring and summer season.

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 recognised strongly that continuity at the programme level is important.

LSTF projects felt that stop-start funding cycles made it very difficult to engage partners, retain staff and maintain momentum. Instead, it was 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."*

LSTF projects also felt that money would be spent more efficiently if any future funding rounds were confirmed before the previous one finished: *"You need six years. Then, once you are into the last year of funding, you want a funding round announced in April, bids in by end July, turned round quickly by December, so you can procure by April."*^{xxvi}

In thinking about the optimum length of the funding cycle, there was recognition that having a defined period meant that: *"you really get into gear and build up momentum"*. Three years was the absolute minimum, and 5-6 years would probably be the optimum.

It was also clear that some local authorities (generally those with consistent political support for sustainable transport) had developed ways to help cope with discontinuities in the funding cycle. The best approach was to have a long-term strategy, vision and aspiration for sustainable transport, so that when a bidding programme came up, the groundwork of getting senior decision makers onside, and working out investment priorities, had already been done. Local authorities that had succeeded in maintaining in-house sustainable transport teams in between major funding cycles were better placed to take advantage of those opportunities when they 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 other local authorities, for example through the LSTF annual conference (where ‘speed learning’ sessions were especially useful) and through masterclass events. Regular LSTF bulletins from DfT were also useful.

Some local authorities felt it would have been helpful to have had more structured opportunities to share experience at an earlier stage in the programme, for example when wrestling with the challenges of procurement, or when developing innovative projects such as bike hire schemes.

The online Knowledge Hub was of rather limited value as a way of sharing experience. The people joining the Knowledge Hub had mainly been project managers, and it was felt that thematic groups for specialist delivery staff would have been helpful. It was also suggested that an online professional ‘group space’ of this nature needs a moderator (or motivator) to manage it and maximise its usefulness. Whatever form of knowledge-sharing is used, it needs a strong champion and adequate resource at the centre to make it relevant, engaging and useful.

In a national programme of this type, it is inevitable that a large cohort of practitioners will be brought in to deliver projects, and that many of these people will be ‘learning on the job’. A structured programme of information-sharing and peer-to-peer learning is therefore important to the overall effectiveness of the programme. The LSTF Annual Conferences and masterclasses were helpful in this regard, but more support, especially at the early stages of a programme, would be beneficial to enable specialist staff in different local authorities to build their knowledge and their peer support group. This might be achieved in two ways: the establishment of a small central team of experienced sustainable transport specialists (e.g. including ex-LSTF project managers) to provide one-to-one advice to local authorities; and the formation of regionally-based or theme-based ‘communities of practice’ that would meet face-to-face on a regular basis to share knowledge and expertise.

Such groups might also help reduce the duplication of effort across projects. For example, each LSTF project spent time and money developing its own brand and tools such as online journey planners and apps. It would have been better value for money if more of this effort had been coordinated. One LSTF project pointed out that it would have been better value for money for more procurement to have been undertaken on a joint basis (for example, for bicycles and bicycle shelters). For this to happen, it would be necessary to create a mechanism for local authorities to share information about their plans for procurement in a structured way. There is a balance to be struck here, since very large procurement exercises would be likely to take longer because of OJEU rules.

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.

Although some of the ‘revenue-type’ initiatives funded by LSTF stopped once the funding programme came to an end, there are many examples where initiatives started as a result of the LSTF project will continue.

For example, **Devon** commented that their partnership with train operators had borne fruit: “We gave them a grant for station improvements where they did all the leg-work; now [after the end of LSTF] there will be improvements at more stations, with the funding coming from them...but they want us involved.”

It is also clear that some LSTF projects had a beneficial effect on local authority aspirations. For example, one LSTF project commented that: *“LSTF has totally changed the perception of [elected] members. It’s no longer a question of bumbling along with the odd S106 travel plan that will never be monitored or enforced.”*

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.

APPENDIX 3: HOW LSTF ADDRESSED BARRIERS TO BEHAVIOUR CHANGE

This appendix considers how LSTF activities were combined in packages to address all of the obstacles to behaviour change that the target audience might need to overcome to adopt sustainable travel patterns.

Analysis of the Annual Outputs Survey identified more than 50 different activities that were delivered by LSTF projects to support modal shift. These are classified in Figure 3.1 according to the **nature of activity** and **type of obstacle** that they addressed^{xxvii}.

The nature of activity is classified according to whether it is:

- Civil engineering scheme
- New transport service and/or improvement of existing service
- Information provision
- Marketing of the newly introduced alternatives

Obstacles addressed are:

- Habitual behaviour and social norms
- Perception that other options are absent or difficult
- Real inadequacies in the transport system, such as that other options are absent, difficult, slow, expensive, unpleasant or unsafe

Each activity is also categorised according to whether it required capital funding, revenue funding, or a combination.

Figure 3.1 shows that obstacles to change that were related to **habitual behaviour and social norms** were mainly tackled through marketing activities. The **perception** that sustainable options were absent or difficult was tackled through a mixture of marketing, information provision, and new transport services. **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, as this enabled LSTF projects to combine activities so as to address all the obstacles to change.

It is notable that most of the activities supported by the Fund were ‘pull’ rather than ‘push’: that is, they sought to make the new travel behaviour *more* attractive, rather than to make the old travel behaviour *less* attractive. However, a few LSTF projects successfully combined both ‘pull’ and ‘push’. For example, in Nottingham the LSTF activities began shortly after the local authority had introduced a workplace parking levy, and the local authority felt that its LSTF activities and the parking levy worked together in a complementary way. A number of LSTF projects (including for example Brighton) reallocated road space to cyclists, pedestrians and bus users on key corridors, and this had the effect of reducing road capacity for cars as well as improving facilities for other road users. A few LSTF projects introduced parking restrictions: for example, North Yorkshire brought in restrictions that removed long-stay parking in Whitby town centre, in conjunction with construction of a Park and Ride site. The Council felt that the parking measures had helped ensure good patronage on the Park and Ride bus service, and income from parking charges was able to contribute towards the costs of the bus service.

FIGURE 3.1: RANGE OF LSTF ACTIVITIES TO SUPPORT SHIFT FROM CAR TO SUSTAINABLE MODES

		Marketing	Information	Transport services	Civil engineering
OBSTACLE OVERCOME	Habit & social norm of driving	<ul style="list-style-type: none"> • Cycling / walking fun days / festivals • Challenges to cycle / walk / not drive • Free 'taster' bus tickets • Community engagement for local street improvements • Guided cycle rides • Guided walks • Car-sharers' workplace breakfasts • Cycle/walk to work/school days • Workplace and school champions • Classroom active travel sessions • Reward schemes for non-car modes • Social media initiatives 	<ul style="list-style-type: none"> • Information to job changers / house movers 		
	Perception that other options are absent or difficult	<ul style="list-style-type: none"> • Bus marketing campaigns • Cycle route publicity • Promotion of real-time apps / online journey planners 	<ul style="list-style-type: none"> • Personal travel plan information • Information 'roadshows' • Leaflets, maps and timetables 	<ul style="list-style-type: none"> • Cycle 'buddy' schemes to show quiet routes 	
	Reality that other options are absent (or difficult, slow, expensive, unpleasant, unsafe)		<ul style="list-style-type: none"> • Pre-travel journey planning services and timetable information • Maps and timetables at bus stops • Real-time information at stations & bus stops • Real-time train & bus information via phone app/text • Cycle route signage • Pedestrian route signage 	<ul style="list-style-type: none"> • New / extended public transport services • More frequent public transport services • Rural & out-of-hours demand-responsive services • New smart & comfy buses or trains • Easy to use 'smart' tickets valid for all buses/trains • Car clubs • Cycle repair schemes • Cycle maintenance training • Cycling training • Free or affordable hire of bikes, e-bikes, scooters • Bicycle recycling schemes to provide cheap bikes • Provision of free or affordable tickets • Help to learn to use public transport confidently • Partner-finding database for car sharing 	<ul style="list-style-type: none"> • New rail lines and stations • Bus priority measures to speed buses past jams • Better bus-rail interchange facilities • Park & ride facilities for bus or rail • Secure cycle parking at interchanges • Disability access to trains and buses • Well-lit safe-feeling stations & bus stops • Safe cycle routes for everyday trips • Secure cycle parking at destinations • Walking & cycling cuts through obstructions • Well-lit safe-feeling walking & cycling routes • Local street environment improvements • 20 mph zones; traffic taming measures

■ Capital item; ■ Revenue item; ■ Capital and revenue item. Adapted from Sloman et al. (2014) *Finding the Optimum: Revenue / Capital Investment Balance for Sustainable Travel* Report for DfT. Note: This table is focused primarily on 'modal shift from car towards more sustainable modes'; the matrix of activities to 'broaden travel horizons' or to 'use vehicles more efficiently' would contain some of the same activities and some additional activities

APPENDIX 4: LIST OF LSTF PROJECTS**Bold** = Large Project

* = lead local authority

** = thematic project

Websites live as of July 2016

Local Transport Authority	LSTF Project Name [incl. link to online resources and reports, where available]
Barnsley, Doncaster, Rotherham and Sheffield Combined Authority	A Sustainable Journey to Work
Bedford Borough Council*	Access to Stations**
Birmingham City Council	Bike North Birmingham
Blackburn with Darwen Borough Council	BwD Connect
Bournemouth Borough Council	BESMARt
Bournemouth Borough Council	South East Dorset Sustainable Transport Package – the Three Towns Corridor
Bracknell Forest Council	Town Centre Regeneration with Improved Travel Choices
Brighton & Hove City Council	Lewes Road Corridor
Cambridgeshire County Council	Getting Cambridgeshire to Work
Central Bedfordshire Council	Smarter Routes to Employment
Centro	Smart Network, Smarter Choices
Cheshire East Council	Growing Smarter Travel Choices in Crewe
Cheshire West and Chester Council	Connect to Jobs
City of York Council	i-Travel York
Cornwall Council	Central and South East Cornwall Sustainable Transport Network
Coventry City Council	Cycle Coventry
Cumbria County Council	Lake District Sustainable Transport Beacon Area
Darlington Borough Council	Local Motion
Derby City Council	Derby Better Ways to Work
Devon County Council	Breaking the Link Between Economic Growth, Carbon and Congestion
Devon County Council*	Access to Education**
Dorset County Council	Weymouth-Dorchester Corridor
Dudley Metropolitan Borough Council	Brierley Hill Active Travel Partnership
Durham County Council	South Durham Embracing Local Motion
Durham County Council*	Walk to School Outreach**
East Riding of Yorkshire Council	Get Moving Goole - Goole Sustainable Transport Package
East Sussex County Council	East Sussex Coastal Towns - Better Ways to Work and School
East Sussex County Council	Travel Choices for Lewes
Gloucestershire County Council	Cheltenham and Gloucester Sustainable Travel Programme
Hampshire County Council	Hampshire Sustainable Transport Towns
Hampshire County Council	Sustainable Transport Solutions for England's two Newest National Parks
Herefordshire Council	Destination Hereford
Hertfordshire County Council	BIGHertsBIGIdeas
Isle of Wight Council	Sustainable Access to Tourism
Kent County Council	Growth Without Gridlock
Kingston upon Hull City Council	HULL STEER
Lancashire County Council	Targeting Key Growth Corridors
Leicester City Council	Leicester - Fit 4 Business
Leicestershire County Council	Smarter Travel for Business
Lincolnshire County Council	Access LN6
Liverpool City Region Combined Authority	Supporting Sustainable Access to Opportunity in Merseyside
Luton Borough Council	Sustainable Luton Improvement Partnership
Mid-Mersey (St Helens Borough Council*)	Mid-Mersey Sustainable Cross Boundary Links Project
Middlesbrough Council	Sustainable Middlesbrough - A Place For Business
North East Lincolnshire Council	Travelling Towards a Vibrant Economy
North Yorkshire County Council	Boosting the Tourism Economy in Whitby and the Esk Valley
North Yorkshire County Council	Harrogate and Knaresborough Sustainable Transport Package

Northumberland County Council	Go Smarter Northumberland - South East Northumberland - Sustainable Transport to Work
Nottingham City Council	Nottingham Urban Area LSTF programme
Oxfordshire County Council	The Oxfordshire Arc
Peterborough City Council	Travelchoice Plus
Plymouth City Council	ITSO Smart Ticketing
Plymouth City Council	Plymouth Connect
Portsmouth City Council	A Sustainable and Connected Centre – Supporting Portsmouth’s Retail, Tourism and Wider Economy
Reading Borough Council	Overcoming Barriers and Boundaries
Redcar & Cleveland Borough Council	Get Moving Redcar & Cleveland
Royal Borough of Windsor and Maidenhead	Sustainable Growth for Maidenhead
Rutland County Council	Travel4Rutland
Sefton Metropolitan Borough Council	Sefton and West Lancashire Visitor Economy Project
Shropshire Council	Shropshire Sustainable Transport Package
Slough Borough Council	Smarter Travel for Slough
Solent Transport (Hampshire County Council*)	A Better Connected South Hampshire
Somerset County Council	The Bridgwater Way
Southampton City Council	Southampton Sustainable Travel City
Southend on Sea Borough Council	Smarter, Active Sustainable Southend
Staffordshire County Council	Access to Jobs, Training and Services in Stafford
Stoke-on-Trent City Council	Stoking Employment in North Staffordshire
Suffolk County Council	Lowestoft Local Links
Surrey County Council	Travel SMART
Swindon Borough Council	Swindon Workplace Initiative for Transport
Tees Valley Unlimited (Stockton-on-Tees Borough Council*)	Improving Access to the Tees Valley Rail Network
Telford and Wrekin Council	Telford Future - Local Action for Sustainable Growth
Thurrock Council	Travel Thurrock
Torbay Council	Travel Torbay Regeneration Project
Transport for Greater Manchester	Sustainable Travel in Greater Manchester (incl. Greater Manchester Commuter Cycle Project)
Tyne & Wear Integrated Transport Authority	Go Smarter to Work
Tyne & Wear Integrated Transport Authority	Schools Go Smarter
Warrington Borough Council	Sustainable Travel Triangle
Warwickshire County Council	Stratford Local Sustainable Transport Project
West of England (Bath City Council*)	West of England Sustainable Travel
West Sussex County Council	West Sussex Sustainable Travel Towns
West Yorkshire Combined Authority	Connecting the Dales
West Yorkshire Combined Authority	Getting Transport to Work
Wiltshire Council	Improving Wiltshire’s Rail Offer
Wokingham Borough Council	Influencing Travel Behaviour in Wokingham
Wokingham Borough Council	Sustainable Chilterns Gateways
Worcestershire County Council	Choose How You Move in Redditch

ENDNOTES

- ⁱ Reading Borough Council (2015) *The Story of Readybike: the First Year of Reading's Cycle Hire Scheme – Lessons Learned and Aspirations for the Future*.
- ⁱⁱ Calculated from data given in Challenge for Change (2013) *Lancashire Cycle Challenge 2013: Evaluation Report* and Challenge for Change (2014) *Lancashire Cycle Challenge 2014: Evaluation Report*.
- ⁱⁱⁱ Annual footfall given for 2014/15. 45% increase recorded over LSTF funding period.
- ^{iv} Project calculation based on figures from the project's October 2014 survey of 1,235 passengers.
- ^v Town rail patronage includes data for both Stratford-upon-Avon Town and Stratford-upon-Avon Parkway stations. The 14.6% increase recorded between 2012/13 and 2014/15 represents more than 100,000 extra passenger trips. Over a quarter (27%) of trips from the station are 'new' journeys and 17% were trips previously made by car.
- ^{vi} 2014/15 patronage is for less than a full year, as the station opened in late May 2014.
- ^{vii} Increase between 2012/13 and 2013/14.
- ^{viii} Based on combined station patronage of 54,000 in 2011/12 and 69,500 in 2014/15.
- ^{ix} Based on a survey undertaken by easitOXFORD with a 52% response rate (5,228 responses from 10,053 rail discount beneficiaries invited to take part in the survey).
- ^x Data reported by Swindon representative at Rail Structured Discussion.
- ^{xi} Hampshire County Council *Give the Bus a Go Evaluation* internal document. Post-intervention survey (N=150) found that 71% of respondents had previously used the bus 'sometimes', 'almost never' or 'never'; 51% had used their taster ticket at the time of the survey; and 57% of those who had used their ticket had subsequently used the bus again.
- ^{xii} Department of Health guidelines for physical activity are for 30 minutes of physical activity for five or more days per week. Data taken from Intelligent Health (2014) *Beat the Street Thurrock 2014: Summary Report*. Figures based on pre- and post-intervention averages taken from responses supplied by 1,950 people (pre) and 205 people (post). Statistically significant analysis of 190 people for whom both before and after data was known showed 35% were meeting the target before the challenge and 44% were meeting it immediately afterwards.
- ^{xiii} 9,323 in December 2015.
- ^{xiv} Downloads by March 2015
- ^{xv} People that 'liked', 'shared', clicked on or commented on a post.
- ^{xvi} Post-intervention survey response rate 40%, N=approximately 3850; six-month post-intervention survey response rate unknown, N=676.
- ^{xvii} The first 'Kickstart' programmes were funded by DfT in 2003. Examples of successful kick-start interventions are documented in Sloman et al. (2014) *Finding the optimum: revenue / capital investment balance for sustainable travel* and Sloman et al. (2015) *Meta-analysis of outcomes of investment in the 12 Local Sustainable Transport Fund Large Projects: interim report*.
- ^{xviii} New Forest National Park Authority (2015) *Visitor Bus Toolkit: Developing successful visitor bus services in National Parks and other special landscapes* available at http://www.newforestnpa.gov.uk/downloads/download/286/visitor_bus_toolkit
- ^{xix} Matching of respondent data from a rolling pre-intervention survey (at registration) and a post-intervention survey (N=72 matches; response rate 10%) showed that 30 people (42%) were making fewer journeys as a car driver, while 11 people (15%) were making more journeys as a car driver (with the rest unchanged).
- ^{xx} Wiltshire Council (2012) *Local Sustainable Transport Fund Application Form: Improving Wiltshire's Rail Offer*

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

^{xxii} easit Survey, February 2014. 1,067 surveyed with 76% response rate (n=809).

^{xxiii} 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.

^{xxiv} 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.

^{xxv} Some projects commented that the DfT *LSTF monitoring and evaluation framework* came too late (published in December 2012, nearly 18 months after the award of funding to Tranche 1 and Key Component projects).

^{xxvi} If there were also a 'development period', the timing might be (a) new funding round announced in April, 12 months before end of current funding; (b) bids in by end July; (c) successful projects announced in September; (d) development period until June; (e) full funding released in July.

^{xxvii} See Sloman et al. (2014) *Finding the Optimum: Revenue / Capital Investment Balance for Sustainable Travel* Report for DfT, available at www.gov.uk/government/publications/sustainable-travel-projects-revenue-and-capital-investment, pp27-29.