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CAMBRIDGESHIRE TRAVEL FOR WORK PARTNERSHIP: PROGRESS SINCE ECOMM 1998

WORKSHOP 1F: Effective Partnership – Quality partnerships to generate demand for alternative transport.

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1.0 INTRODUCTION

1.1 Background

This paper follows one given by David Arkell of Cambridgeshire County Council at ECOMM 1998¹. We hope that the benefits of partnership working in the mobility management field are evident from our Partnership's achievements since 1998. This paper presents these achievements and is realistic in its approach, recognising where hindsight has allowed lessons to be learned as well as where success is noteworthy.

2.0 THE TRAVEL FOR WORK APPROACH

2.1 Travel for Work Partnership (TfW)

TfW was born in October 1997. It evolved from, and still incorporates, the previously existing Cambridgeshire Cycle Friendly Employers Partnership. It is seen in the local area, and more widely, as a unique² example of effective partnership working in the travel planning field. TfW's partnership status was highlighted in the 1998 paper as being useful in allowing the appointed officers a degree of independence in their relationship with local employers. This situation remains the same in 2003. Employers sometimes more readily accept advice and encouragement if it is seen as being independent from local government.

TfW is a partnership of the following funding organisations;

- ? Addenbrooke's NHS Hospital Trust – *a large campus on the outskirts of Cambridge comprising a teaching hospital, university departments, and private health and research bodies, employee accommodation etc. (7,000+ employees)*
- ? Cambridge City Council – *a first tier local government organisation with offices in the centre of Cambridge City (1,200+ employees)*
- ? Cambridgeshire County Council – *the second tier local government organisation – offices around the county but with a concentration of central management offices in Cambridge City (3,000+ employees)*
- ? Cambridge City NHS Primary Care Trust – *implementing health improvement initiatives in the National Health Service – at various sites around Cambridge (450+ employees)*

¹ European Conference on Mobility Management 1998, *Changing Travel Behaviour through Innovation and Local Partnerships – Conference Proceedings*, PTRC Education and Research Services Ltd.

² The majority of local authorities now employ travel plan co-ordinators as part of their core staffing. TfW is unique in that it is a *partnership*.

? University of Cambridge – *the organisation of college ‘departments’ (as opposed to the University Colleges, which are largely autonomous). Many sites within and around Cambridge (6,000+ employees)*

? South Cambridgeshire District Council - *a first tier local government organisation based in Cambridge (350+ employees)*

and the following non-funding organisations;

? The Cambridge Cycling Campaign – *a local organisation of volunteers which campaigns for improvements in resources and facilities for cyclists in the Cambridge area*

? The Cambridge Chamber of Commerce – *a local organisation which acts for and supports local business*

? The Council for the Protection of Rural England – *the local representatives of a charity organisation, which campaigns for the protection of the English countryside and promotes sustainable development practices*

? The Government Office for the East of England - *represents the work and interests of nine central government departments. It works with regional partners and local people to help deliver the Government's central aims in the Region.*

The Partnership employs a full-time Development Manager and a part time Project Officer. A steering group comprising representatives of all the above organisations sets TfW's aims and objectives.

2.2 Aims

TfW exists to help businesses achieve positive modal shift³ away from single occupant car use to environmentally preferable forms of transport. This is achieved through the production and implementation of site-specific travel plans. The associated aims are a reduction in congestion, improvements in local air quality, improvements to the local environment and reduced business costs.

2.3 Membership of Travel for Work

There are now over 60 local organisations that are considered to be TfW employers⁴. Membership is free to the employer. All members have access to the advice of the Development Manager and Project Officer. Member employers receive quarterly newsletters and have regular employer meetings. They have access to a yearly internet based travel survey and receive a report from TfW analysing their survey results. They are also kept up to date, via email networking, on current travel planning approaches, developments in transport infrastructure and public transport.

3.0 PROGRESS SINCE ECOMM 1998

3.1 Wider partnership working

From the initial steering group of six employers, a further four have joined since 1998 (see 2.1). These diverse organisations work very well together. The fact that they are willing to give their time, and in some cases money, to TfW reflects the importance that travel planning is given by the steering group organisations. Employers hold a justifiable perception that TfW has authority as a result of being a partnership.

The core network of TfW employers currently stands at over 60. It is estimated that over 40,000 employees are represented throughout the network, over 15% of the workforce in Cambridgeshire (UK National Census 2001). With the limited personnel resource available to TfW, it is recognised that the core influence of the Partnership will be at an organisational level, working with senior management on the business, environmental and social cases for travel planning. However, through the advice and

³ *Modal shift* is the movement of commuters between the different types (modes) of transport

⁴ A TfW employer is one who has sought help and advice in the production and implementation of a travel plan.

guidance of TfW on an organisation's travel plan, all employees within that organisation will be influenced, to a varying degree, by this input and the resulting initiatives developed.

3.2 Positive survey trends

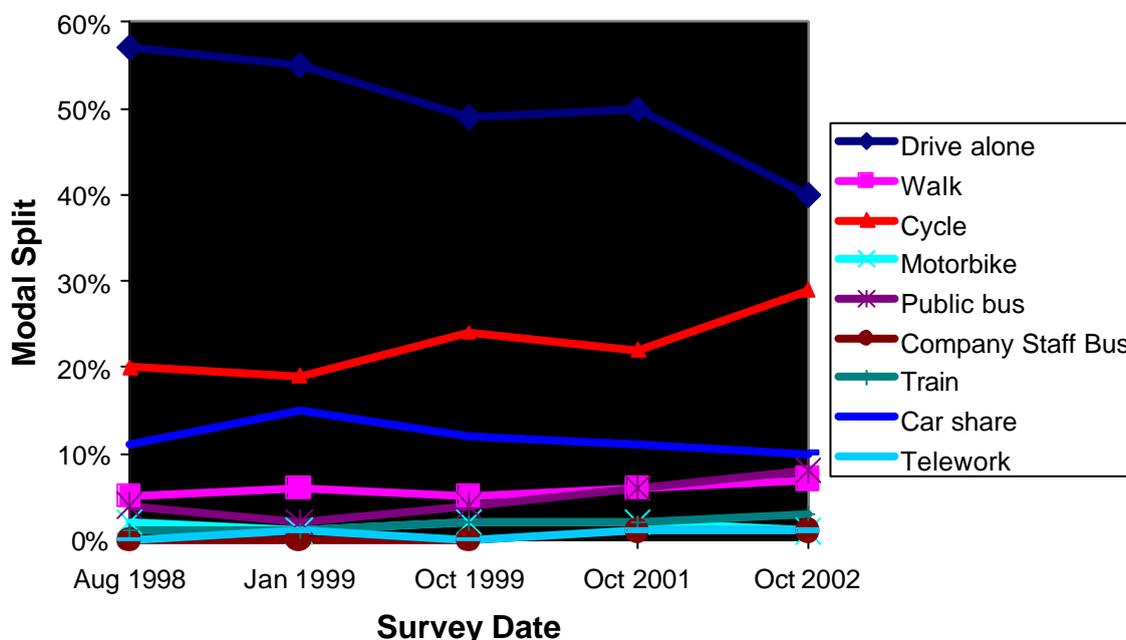
TfW, in partnership with information technology professionals at Cambridgeshire County Council, has undertaken a number of 'Travel for Work' surveys since August 1998. Since October 1999, these have occurred on an annual basis, and today the majority of forms are completed online via the TfW website (www.tfw.org.uk). The survey is also available in paper format for those employers or employees without access to the internet (see Appendix A). The surveys, undertaken on a voluntary basis, ask respondents for details of travel patterns during one working week in October.

Results from the October 2002 survey show a continuing positive modal shift amongst TfW employees towards environmentally sustainable forms of travel. Table 1 and Figure 1 present the trends observed since August 1998.

Table 1: Cambridgeshire Travel for Work Partnership survey results (August 1998 – October 2002)

	Aug 1998	Jan 1999	Oct 1999	Oct 2001	Oct 2002	Trend
Drive alone	57%	55%	49%	50%	40%	-17%
Walk	5%	6%	5%	6%	7%	+2%
Cycle	20%	19%	24%	22%	29%	+9%
Motorbike	2%	1%	2%	2%	1%	-1%
Public bus	4%	2%	4%	6%	8%	+4%
Company Staff Bus	-	-	-	1%	1%	+1%
Train	1%	1%	2%	2%	3%	+2%
Car share	11%	15%	12%	11%	10%	-1%
Telework	0%	1%	0%	1%	1%	+1%

Figure 1: Cambridgeshire Travel for Work Partnership survey trends (August 1998 – October 2002)



Note: October 2000 figures are not available because no manager was in post at the time of the survey.

Source: Cambridgeshire Travel for Work Partnership.

Since 1998, drive alone commuting has decreased amongst TfW employees by 17% to 40% of journeys to work. There has been an increase in the proportion of cycling trips (from 20% to 29% of journeys).

This perhaps reflects the Cambridge-based⁵ nature of TfW employers and, as a result, could not be seen as representative of Cambridgeshire as a whole. However, other environmentally preferable modes have also seen an increase in levels, to a lesser extent. Most notably public bus travel has increased from 2% in January 1999 to 8% in October 2002, mirroring local improvements to the main bus services within Cambridge. Critically, the national trend for car commuting is increasing with bus travel decreasing – this is exactly opposite to the TfW survey trends.

When compared to travel to work figures both on a national and local scale, the TfW survey results further illustrate the positive impact the work of the Partnership is having (Table 2). When reviewing these figures we must recognise that the TfW survey is of employees in organisations that have put effort into travel planning measures. The national and local figures will be of all employers, many of whom have yet to take this step.

Table 2: Journey to work figures – national, local and Travel for Work survey figures.

	England & Wales	Cambridge City & South Cambridgeshire*	2002 TfW Survey
Work mainly at or from home	9.2%	10.1%	-
Teleworking**	-	-	1%
Train	4.1%	2.8%	3%
Bus/Mini-Bus/Coach	7.4%	4.5%	8%
Motorcycle/Moped/ Scooter	1.1%	1.3%	1%
Driving a car or van	55.2%	52.2%	40%
Passenger in a car or van	6.3%	4.3%	10%
Bicycle	2.8%	14.7%	29%
On foot	10.0%	9.2%	7%
Survey population	23,627,754	275,685	18,208 work journeys***

Sources: UK National Census 2001 and Cambridgeshire Travel for Work Partnership.

* The majority of TfW employers are located within the Cambridge City and South Cambridgeshire local authority areas. These figures have therefore been combined to provide a closer geographical comparison with the TfW survey.

** The Travel for Work Survey records the proportion of work journeys replaced by *teleworking* (defined as work undertaken away from the main employer site).

*** To enable comparisons, 18,208 trips equates to a survey population of 3,884.

3.3 Maintaining a dialogue

Communicating information and maintaining a dialogue with all TfW employers is an important element within the Partnership. Since 1998 a number of communication mechanisms have been established:

- ? A dedicated website (www.tfw.org.uk) providing background information on the work of the Partnership and how to develop travel plans.
- ? An annual TfW report looking at the previous year's events, initiatives and progress and looking forward to planned work.
- ? Quarterly newsletters to the employer network and key regional figures providing up-to-date information on initiatives.
- ? Provision of regular news and information via e-mail circulation groups, both at an employer network level and a steering group level.
- ? Regular steering group meetings to provide guidance and support to the TfW posts running alongside regular employer network meeting, to facilitate networking and an exchange of information and best practice.

Significantly over the years, the Travel for Work Partnership has developed and maintains a strong and recognisable brand image within the business community. This has helped to raise the profile of the Partnership and the work that it does.

⁵ Cambridge is well known in the UK and further afield as a City with an existing strong culture of cycling. That TfW employers continue to improve the proportion of employees cycling to work is therefore impressive.

3.4 Case Studies

3.4.1 Addenbrooke's NHS Trust

The Addenbrooke's NHS Trust used TfW expertise in the initial stages of developing its 'Access to Addenbrookes' strategy. Its very size has allowed strong negotiating capacity with local planning authorities and transport service providers. A recent project has seen one of the hospital's car parks transformed into a small bus station. The Trust's developments in the travel planning field are now used as a benchmark model for many similar sized, complex institutions. Since 1998 Addenbrooke's Hospital NHS Trust has become one of Britain's most influential travel planners both within the health service and more widely; TfW now helps other organisations to consider using several of the innovative initiatives developed by Addenbrookes.

3.4.2 Teleworking Toolkit

The TfW survey results show that teleworking is still at a low level when compared to the national 'work at home' figure. TfW felt that some help was called for to help employers investigate the possibility of allowing employees to do more work from home. In 2001 TfW, with partnership funding from the East of England Development Agency (a government agency concerned with promoting the economic well being of the Eastern region), developed advice in the form of a *Teleworking Toolkit*. The toolkit is available either on the website (www.tfw.org.uk/teleworking/) or in booklet form.

3.4.3 Take a Stand

With partnership funding from the Cambridge City Council Environment Programme and Cambridgeshire County Council, TfW has initiated and managed this project. *Take a Stand* provides matched funding for employers in the Cambridge area to provide additional cycle stands at their premises. TfW advises on the types of stand, location and spacing. In 2002/03, £7,000 has been split between two charities and a commercial science park.

4.0 TRAVEL FOR WORK TODAY

The following is a snap shot of the current project in progress:

4.1 CamShare (www.camshare.info)

The biggest project ever undertaken by TfW has been the CamShare car sharing system. The TfW steering group decided a countywide car sharing facility would provide a useful tool for local employers and that it was an appropriate service for TfW to provide. Set-up funds were granted from the County Council Local Transport Plan⁶. In February 2002, after a thorough tendering and evaluation process a contract was awarded to a software company to adapt existing car sharing software to meet the needs of TfW employers. A branded website was developed with the help of a local graphic design company.

The service was launched at a high-profile event in August 2002 when five 'first tranche' employers, including four steering group members, went live on the Internet. These employers have acted as a pilot project to ascertain the effectiveness of the scheme.

4.2 How it works

Employers pay a nominal site fee to register on the service. They also pay a yearly license fee, which is based on the number of 'potential users' of the system in their employment⁷.

An employee completes an on-line registration form and personal car share profile at www.camshare.info. A search is made to ascertain whether the employee can be 'matched' with any potential sharers on the system. If a match is found, the employee sends the potential sharer an email to his or her workplace (for security purposes no home contact details are used). If a match is made the

⁶ The Cambridgeshire Local Transport Plan is a vision and strategy document for integrated transport. It provides the basis for investment in strategic road and rail routes, and transport in the Cambridge area, market towns and the County's rural areas.

⁷ A 'potential user' is defined as an employee who has access to the Internet and who therefore has the *potential* to register as a car sharer on the CamShare system.

sharers will decide how to make the necessary arrangements. To assist this process the CamShare website provides a series of helpful 'do's and don'ts' – these are concerned with making sure all sharers are safe, that the financial side of sharing is equitable (and does not fall foul of the taxation system) and that the car sharing environment is a positive one (smoking and in-car entertainment are considerations here).

4.3 Experience so far and lessons learned

The first tranche employers have a total of over 13,000 'potential users'. 350 potential users have actually registered on CamShare, and of these 230 are live on the system at the time of writing. Activity reports from CamShare show that in the quarter from 28 November 2002 to 16 January 2003, 161 searches were made but only 2 emails were sent seeking car sharers.

Although this has been disappointing, matches could have been made within organisations without using the CamShare email process. Also research shows that many car sharing schemes *report growth over time*' (Department for Transport (2002), *Making Travel Plans Work – Research Report*, Her Majesty's Stationery Office). Getting a critical mass of registered sharers is essential. Once achieved matching sharers is easier and the success of the scheme breeds further success.

The research also shows that the most successful employer based car sharing schemes provide incentives to share (dedicated car parking, free gifts, exemption from car park charges etc). These are promoted assertively to the staff. CamShare is unique in being a *single* scheme for *many* employers. As a result, promotion of the scheme using co-ordinated incentives is limited due to the variety of employer organisations. Employers are encouraged to provide local incentives for their employees to car share. It is natural that some have more resources to devote to such promotion than others.

Turning to another aspect of the scheme, CamShare was initially set up to search for matches solely within an employer's site. It quickly became obvious that the number of matches would be significantly increased if searches were possible across the employees of several organisations located in the same geographical area (for example, the city centre). TfW is in negotiation with the software provider to enable this to happen.

Finally, TfW is currently negotiating a Service Level Agreement (SLA) with the software provider. This will state clearly the terms and conditions of the contract and what each party can expect from the other in the day-to-day working of the contract. With the benefit of hindsight, if TfW were to launch a similar scheme today the SLA would be negotiated *before* the signing of the contract, even if this meant a delay in launch of the scheme. Undertaking the exercise at this stage is interesting in that, although much of the SLA is not contentious, there have been assumptions made on both sides that have needed quite detailed negotiation.

Despite early problems there remains a strong case for a County-wide car sharing facility. There is evidence that commuters are travelling further distances to work – the average distance between home and work increased by 17% from 7.2 miles in 1989/1991 to 8.5 miles in 1999/2001⁸. There is also a projected increase of new employees in the Cambridge area (see 5.1). We are convinced, therefore, that there is a need for such a service for local employers and their employees. TfW is looking forward to re-launching CamShare in 2003.

5.0 CHALLENGES FOR THE FUTURE

5.1 Strategic Policy and Planning

The continued growth of Cambridgeshire's economy, population and housing will increase the pressure on the county's transport network and infrastructure over the next decade and beyond.

The Cambridgeshire and Peterborough Structure Plan Draft Deposit⁹ forecasts that Cambridgeshire's population will increase by 94,900 by 2016 (on 1999 levels) with nearly 90% of this increase occurring

⁸ Department for Transport (2003), *Personal Travel Factsheet 3: Travel to Work in GB*, (January 2003)

⁹ The Structure Plan is the strategic framework for growth in the Cambridgeshire and Peterborough areas. The Plan covers the period from December 1995 through to 2006. It indicates how much land will be needed for homes, offices, factories, shops etc. and ways in which these requirements are to be balanced with the need to protect the

in the Cambridge Sub-Region¹⁰. To accommodate this projected population growth, 57,400 new houses are forecast to be built together with an increase in employment of 52,320 employees.

The role of TfW within this regional development context will clearly grow in scale and importance. The projected increases in employment and population will lead to new employers requiring travel plans through Section 106 agreements¹¹ as development will lead to more commuter journeys. The Partnership will be an important resource for developers and employers in steering them through the development and implementation of travel plans (see 5.3). Alongside this, the development and expansion of employer-specific initiatives (such as CamShare and the teleworking toolkit) will enable new and existing employers to provide more travel choices for employees.

A new Local Transport Plan for Cambridgeshire (to be submitted to Government in July 2003) will recognise the growing travel demands and pressures on the County. It is hoped that further funding for Travel for Work Partnership schemes and initiatives can be secured through this process.

5.2 New travel planning techniques

There is an increasing focus and recognition of the role new travel planning techniques can have in achieving modal shift.

Cambridgeshire County Council and Addenbrooke's NHS Trust are currently piloting one such scheme targeting new recruits at both organisations with individualised travel advice. TfW is acting as an independent consultant to the project, helping to provide an overall picture and input to the scheme. Funding for the one year project is provided by central Government.

The vision is to expand beyond the two pilot organisations to other TfW employers, especially in terms of providing best practice guidance. The final evaluation of the project will determine the potential successes of the technique and the viability of making it a core TfW scheme.

5.3 Websites

TfW will be improving its websites over the first part of 2003. This will see a regularly updated format allowing for greater interaction with the business community. The Partnership is considering the provision of a series of travel planning tools on the site, including down-loadable travel plan templates for a variety of employer types, a travel plan evaluation tool and links to other web based help.

6.0 TFW IN 2010?

6.1 Closer links with the planning system

Current Department for Transport research¹² highlights the potential for effective travel plans to be produced as a result of a developer seeking planning permission. Securing such travel plans through the planning process is, the research suggests, at 'an embryonic stage'. TfW is ensuring that it is kept in mind when local authorities are considering this new and exciting area. We feel we are ideally placed to assist in the production of these plans as we sit between employer/developer and the planners. We are able to facilitate dialogue on the plans to ensure that softer, employee-based initiatives are considered along with infrastructure issues and the need to achieve planning approval.

6.2 Partnership working

The great benefit of this partnership organisation is the visible collaboration between large local employers, local government and the voluntary/charity sector. The business community is impressed with and takes notice of this factor. The downside up to this point has been that the funding organisations, for a variety of reasons, have not felt able to commit funding beyond a 12-month period.

environment for present and future generations. The Structure Plan is currently subject to review and as part of this process a Draft Deposit Structure Plan was published in March 2002.

¹⁰ Cambridge Sub-Region consists of Cambridge and the ring of market towns surrounding it.

¹¹ Section 106 (of the Town and Country Planning Act 1990) is a legal mechanism to secure highway improvement works, or financial contributions to transport schemes, necessitated by development proposals from developers.

¹² Department for Transport & Office of the Deputy Prime Minister (2002), *Using the planning process to secure travel plans*, Her Majesty's Stationery Office.

One outcome of this has been the lack of continuity in the officers of the partnership, who have all been employed on 12-month contracts.

This has changed with the recent appointment of a new Development Manager on a three-year contract (underwritten by the County Council). This will allow TfW a period of consolidation and the ability to engage in longer term planning. We are convinced that by 2010 the need for TfW will ensure that it remains the pro-active and vibrant resource it has become since 1998.

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UK National Census 2001 – www.statistics.gov.uk/census2001

APPENDIX A

Travel For Work Questionnaire

The survey asks some simple questions about how you travel to work. Information supplied is confidential. When you fill in the form (which should take less than 2 minutes) you will be entered into a prize draw. Please fill in this survey **for the journeys that you made to and from work for the week Monday 8th October to Friday 12th October inclusive**. Please complete and return the form to the person in your organisation who provided it by Friday 19th October.

What is your home postcode? (write in)						
What is your work postcode? (write in)						
How many days do you normally work each week? (circle the correct answer)	1 Day	2 Days	3 Days	4 Days	5 Days	6 or 7 Days

Please answer the following questions for your journeys to and from work for the week Monday 8th October to Friday 12th October (i.e. five days). (circle the correct answer) We are only interested in the longest part of each journey (by distance travelled).

How many days did you walk to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you cycle to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you motorbike to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you take a public bus to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you take a company staff bus to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you take a train to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you drive on your own to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you car share to work?	None	1 Day	2 Days	3 Days	4 Days	5 Days
How many days did you telework ?	None	1 Day	2 Days	3 Days	4 Days	5 Days
Did you use Cambridge Park and Ride as part of your journey?	No	Yes				
Did you use Park and Cycle (at the West Cambridge site) as part of your journey?	No	Yes				
On average, how long did it take you to get to work (i.e. one way only) each day?	15 minutes	16-30 minutes	31-45 minutes	46-60 minutes	Over an hour	
How much did you spend on your commute for that week?	nothing	Less than £5	£5-£10	£11-£15	£16-£20	£21-£30
	£31-£40	£41-£50	Over £50			

The survey has been organised by Cambridgeshire County Council and the Travel for Work Partnership. If you would like to be entered into the prize draw (there are over £200 of prizes) please write your name and the name of your employer below, to help us identify you should you win. Thank you very much for completing the survey.