

Department for
Transport

Making Car Sharing and Car Clubs Work

Case Study Summaries

December 2004



Department for Transport

Review of Formal Car Sharing and Car Club Schemes in Closed Communities, Including the Workplace (UG 513)

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CASE STUDY SUMMARIES

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FINAL V1.1

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1 E.ON UK, THE COMPANY THAT RUNS POWERGEN

General Background

- 1.1 E.ON UK HQ is located on the outskirts of Coventry, in a semi-rural location. E.ON UK is the biggest employer on the Westwood business park, with some 1000 staff based at the Coventry headquarters. The building was originally occupied in 1994, primarily with staff transferred from Solihull. A building rationalisation programme in 2000 (which resulted in the sale of the adjacent building to the HQ which had previously been used by E.ON UK staff), meant that the 1000 staff now based in the building, are located in offices that were originally planned for 600 staff (with 450 car parking spaces). That, combined with the release of 150 overspill car parking spaces on adjacent land, resulted in significant pressures on car parking at the site.
- 1.2 Extensive staff consultation comprising an on-line questionnaire, combined with GIS postcode plots of staff home locations, resulted in the development of a number of sustainable transport measures, branded under the company travel plan, in an effort to reduce pressures upon car parking. From the survey findings, it became evident that car sharing would form the main focus of the travel plan strategy, addressing the specific needs of staff (who generally live at dispersed locations, not able to be feasibly served by public transport, walking, and for the majority, cycling incentives).

Operating Structure

- 1.3 The car sharing scheme is managed by the travel plan coordinator, with the full senior-level support of the organisation.

Matching software / database

- 1.4 It comprises custom built software (using an SQL database), which runs through the company intranet site, matching potential partners. This approach was determined at an early stage, partly due to the lack of viable commercial products, but also as a means of best utilising the in-house IT capabilities.
- 1.5 The scheme links with the existing staff database, enabling any car sharer to directly access the 'staff profile' as a means of assessing whether a potential match is suitable. Hence, it is not necessary to ask significant questions during registration (such as car share preferences) – this streamlining of the induction process has assisted in increasing uptake in registrations. This approach also reflected E.ON UK's culture, recognising that staff are 'sensible and able to make up their own minds' when contacting potential partners. Upon registration, users are provided with a welcome pack, including tax disk holder, branded 'stress ball', key-ring, and wider publicity material relating to sustainable travel.
- 1.6 Users accessing the system are asked to provide the first 3 digits of their postcode, and the back-office software uses this through the inbuilt GIS to determine potential sharers. In addition, to overcome data security, the scheme asks for additional 'voluntary' information to improve the locational characteristics, these being: full address; or a local landmark (for

example, a well known pub, supermarket or school). This has proved very successful in improving the matching ability, ensuring that matches are generally within close geographic areas. Sharers are also asked to include the number of 'spare seats' in their vehicle, which has assisted in increasing the number of 'multi-occupancy' trips.

- 1.7 The scheme also has a bulletin board that is used for one-off business journeys.

Enforcement and Control

- 1.8 The system uses the existing staff 'smart-card' to record vehicles that access the car park security barriers. Electronic kiosks then enable drivers and passengers to swipe their security pass on walking from the car park to the building, and in-built logic validates whether a car sharing transaction has taken place. Upon validation of a transaction, users are awarded '10 points' to their car share accounts, and both the driver and passenger(s) are given a



ticket to display on the dashboard, validating them as car sharers. This kiosk and smartcard system was developed for E.ON UK by *Datasphere*, and is now available as a commercial product. A key driver in adopting this approach was to ensure that the system can operate with limited human intervention.

- 1.9 Car sharers park within a dedicated section of the car park, located adjacent to the main building, and within close proximity to the car share recording kiosks. Enforcement of this is by 'word of mouth' recognising the professional and responsible nature of E.ON UK staff.

Incentives

- 1.10 The main incentive is the award of car share points. 10 car share points (awarded for each daily use) can be redeemed for 50 pence worth of:
- E.ON UK cash (redeemable in the staff restaurant)
 - Tesco clubcard points
 - Leisure Vouchers
- 1.11 The system keeps a record of each individuals points total, and users choose an appropriate time to 'cash in' their points for their choice of vouchers. Upon cashing in their points (or part points), an e-mail is sent to the front desk (where the vouchers are stored), and users collect their vouchers when next leaving the office. The choice of vouchers rather than cash was selected to reduce the possibility of fraudulent use of the system (it is seen as a nice perk, but not something which is worth 'cheating' for).
- 1.12 An additional incentive for registering with the scheme is a 15% discount with the AA.
- 1.13 In order to maintain momentum, various 'one-off' incentives are offered (usually to coincide with national travel wise campaigns), these have included:
- Double and Triple point days

- ❑ Executive staff offering to clean car share cars for a day
- ❑ The use of a company chauffeured vehicle for work

Impact and Effectiveness

1.14 The following table summarises the change in travel behaviour as a result of the travel plan, of which the car share scheme is the major component.

Mode	Before	After	Change
Car, single occupancy	88%	75%	-13%
Car share, multi occupancy	6%	15%	+9%
Walk	1%	1%	0%
Cycle	1%	3%	+2%
Bus	2%	3%	+1%
Train	2%	3%	+1%

Note: Figures represent best interpretation on average responses for common ‘winter period’, and exclude ‘no responses’.

1.15 In addition to the modal share figures, the scheme has had several other benefits. It has proven to assist in relationships with neighbours (a business park forum exists enabling local businesses to share views / issues), improved staff morale and connectivity of staff (identified by scheme users) and assisted in meeting the companies corporate sustainability and environmental objectives.

Successes / Failures

1.16 From the outset the scheme has been a great success. It has been accepted by staff as a credible solution to the parking problems, and is well supported across the company. Of particular note are:

- ❑ The reward points offered are seen by staff as genuine savings, over and above the financial savings associated with sharing the journey to/from work.
- ❑ The sophistication and simplicity of the front end, means that staff can easily get involved in the scheme
- ❑ The quality of the marketing material ensures the scheme remains credible
- ❑ The ability to tailor home locations by the use of land-marks overcomes data protection issues and reduces incompatible matches
- ❑ The ability to monitor spare seats, makes best use of each available trip

- ❑ The database matches seamlessly with the corporate intranet, ensuring strong corporate identity, and the ability to 'tap-in' to the existing staff profiles and communication channels
- ❑ The culture of the staff ensures that resources to monitor car share space infringements is kept to a minimum.
- ❑ The data collection processes on usage are excellent (with each transaction being recorded through the kiosk), enabling accurate usage figures to be regularly compiled.
- ❑ The scheme self administers itself, with little need for human intervention.
- ❑ The need to maintain a strong personality in the role of travel plan coordinator (amidst pressures from other work streams)

1.17 There are very few weaknesses, and those that are identified are being addressed with future developments, these being:

- ❑ The inability to search for matches 'on-route'
- ❑ Culture of car usage, and company car still seen as perk
- ❑ The lack of integration with other local businesses on the same business park.

Supporting Measures / Alternative Approaches Considered

1.18 The car share database is supported by a range of travel plan initiatives, including:

- ❑ Secure covered cycle parking, with showers and changing facilities
- ❑ Flexible working hours
- ❑ Points are collectable for ALL sustainable access
- ❑ Emergency ride home for car sharers stranded at work/home

1.19 Interestingly, the last of these measures was debated prior to the launch, and it was agreed to introduce it, and monitor the costs involved. Procedures were put in place to establish a specific cost code for this activity, to ensure that staff could very easily directly claim for the costs incurred without having to justify why the action was taken. Evidence suggests that costs have proven to be in the order of £100 per year.

Integration with Other Schemes

1.20 The car sharing scheme does not interface with other wider car sharing schemes, nor does it allow access to staff beyond E.ON UK. This was a conscious decision when establishing the scheme, making best use of the existing intranet connections and reducing overall costs for development and maintenance. It was considered that the large-scale nature of the office in Coventry would ensure sufficient numbers of staff to enable effective matching without extending geographic coverage. The system is currently being rolled out to other E.ON UK sites across the UK.

Marketing and Promotion

1.21 The scheme has been the subject of powerful and professional marketing campaigns, raising the profile of car sharing, both before the launch and on-going.

Financial Performance / Targets

1.22 The following table summarises the main costs and benefits.

Costs		Benefits	
Category	Estimated monetary values	Category	Estimated monetary values
Year 1			
Start-up software development	£20,000	Removal of 150 leased spaces	£104,000
Staff incentive payments (assumes average of 120 staff a day)*	£69,840		
Consumables	£200		
Staff costs	unknown		
Marketing	unknown		
Year 2 Onwards			
Kiosk maintenance	£1,000	Removal of 150 leased spaces	£104,000
Staff incentive payments (assumes average of 120 staff a day)*	£69,840		
Consumables	£200		
Staff costs	unknown		
Marketing	unknown		

* Figures includes 50 pence payment and 47 pence tax and National insurance contribution, which is paid for by E.ON UK (payroll staff only, contractor staff pay Tax and NI themselves).

1.23 Overall the scheme provides positive income of roughly £38,000 per year (excluding staff costs and marketing)

Research and Development

1.24 E.ON UK are currently looking to enhance the monitoring process, and move entirely towards an automated reporting process. They are also looking to automate messages when staff complete on-line mileage claims, educating about the alternatives available. They will also be looking to more closely target staff, though individualised campaigns.

1.25 E.ON UK continue to analyse user queries through the system, and undertake annual travel surveys to ensure the travel plan measures remain effective. As discussed above, the software will shortly be able to match 'on-route journeys' and more is being done to promote the one-off business journeys. The marketing campaign continues to be updated and refreshed with new ideas.

Support/Consultation

- 1.26 The system developed was driven by the staff consultation process, and the real need to address a clearly identified parking problem. The scheme made good use of the travel plan coordinators ability to understand the technical solutions (coming from an IT background), combined with her enthusiasm and commitment, and ability to motivate those around her.
- 1.27 In developing the scheme, E.ON UK did not use any local authority or consultancy support, but have drawn upon the travel plan best practice guidance notes. This was primarily as a result of a strong corporate focus, without the need for support. Since launching the scheme E.ON UK have become more aware of local authority support (particularly through the Travelwise team), and do coordinate activities with the local authority and local businesses through the business park Forum.

User Perceptions

- 1.28 All users interviewed provided strong support for the scheme (only one of the interviewees solely used the car share scheme, the other 2 used a range of sustainable transport measures, most notable cycling and rail). There is clear recognition of the value of the car share scheme, and the professional way in which it has been implemented and promoted. All users had noticed a considerable improvement in local congestion around the site, and reduced difficulties with parking.
- 1.29 The financial incentives were generally considered as a 'nice perk', and whilst users hadn't undertaken any specific calculation on savings, they did recognise both the direct financial gain (as a result of the payment for usage), and the wider gains associated with reduced travel costs (in one case, the user had sold-off one of the family cars). In addition, users expressed reduced stress levels (from driving on less days), combined with improved freedoms and flexibilities on working hours (not having to arrive early to ensure a parking space).

Other General Issues

- 1.30 A number of key messages can be derived from the E.ON UK case study, namely:
- ❑ The importance of a well motivated and influential coordinator, with allocated responsibilities (from the board) and a budget to work with.
 - ❑ The importance on setting an image which meets the corporate identity – not treating car share as second class.
 - ❑ A strong and well organised marketing campaign (not just photocopied posters)
 - ❑ A robust technical solution, that enables easy access for users
 - ❑ Ensuring the scheme meets user needs based upon robust questionnaire data analysis
 - ❑ Offering a range of incentives for all sustainable modes

2 BARCLAYCARD (NORTHAMPTON)

General Background

- 2.1 Barclaycard's HQ at Northampton is approximately 2 miles from Northampton town centre on a business park. The building was designed for 2,300 staff and now accommodates 3,000 staff. The organisation has 1,900 car parking spaces.
- 2.2 The business operates on a 24hr/7day basis but the majority of staff, 70-80%, work within the traditional 08:00-18:00 core hours.
- 2.3 By Christmas 2003 car parking on site was becoming a major problem. Questions and comments to management by staff were increasingly concentrated on car parking issues. Around 90-100 staff each day were unable to find a car parking space for their car on the site. Staff were parking their cars anywhere on the business park they could find space. Grass verges and link roads near to the Barclaycard building were blocked with parked cars, and some staff were parking on the grass verges on the approach to the roundabout leading from the business park to the main road.
- 2.4 Barclaycard purchased a car sharing website from Liftshare in Summer 2003. Ben Brakes, the Environmental Manager, began to promote the car sharing scheme seriously in January 2004.

Operating Structure

- 2.5 The Barclaycard Scheme uses Liftshare's internet based software to match car sharers. The company has a dedicated car sharing car park, for 300 cars, located in front of the main entrance to the building. The car park is staffed until 12:00 and only staff cars with two or more people are admitted to the car parking area.

Impact and Effectiveness

- 2.6 The scheme has 300 registered car sharers. However, many of these have found their car sharing partners informally from within their Department, rather than signing up through Liftshare. Ben likes the ease of administration of the Liftshare scheme, but thinks that staff would be more likely to use the matching service if it was provided and developed by Barclaycard's usual IT provider, as staff have expressed concerns about giving personal information to a third party. The scheme has effectively been promoted by word-of-mouth as staff have discovered that they can park easily and quickly in the car sharing car park, rather than waste time searching for spaces elsewhere on site.
- 2.7 Barclaycard has carefully monitored the car sharing car park area over the past two months. They have been running a prize draw, open to car sharers only: the prize was to be a SmartCar but only if at least 750 different cars had used the car sharing car park over the two month period. By the closing date, July 31st 2004, just 670 different car registration numbers had been included in the draw, so the main prize will not be given. Instead, Barclaycard will provide a range of smaller prizes for staff who registered for the draw.

Successes / Failures

- 2.8 The car sharing scheme has solved the immediate car parking problems facing Barclaycard. The number of complaints about car parking is down, there are less instances of parking on the approach roads to Barclaycard HQ and dangerous car parking on the verges around the roundabout leading to the main road has ceased.
- 2.9 The car sharing draw drew attention to the scheme. Discussions with staff indicate that it was the access to guaranteed car parking in a well-located car park that acted as the spur for staff to start car sharing.



- 2.10 Barclaycard does not monitor how staff who have chosen to car share used to travel. The car sharing scheme may have reduced the number of staff travelling to the Business Park by public transport. Two staff, interviewed for this research, formerly travelled to work on the bus and now travel to work by car, getting a lift from a colleague. However, both of these staff still travel home on the bus, because their car sharing partner finishes work at a different time.

Supporting Measures / Alternative Approaches Considered

- 2.11 Barclaycard has improved cycling facilities and set up a Transport Change Forum for staff. The Forum was developed following an Ideas Week, looking for solutions to the car parking problems. The first prize was a weekend for two in New York. About ten different practical ideas emerged, including car sharing, charging for car parking, and 'blocking-in' bays. These are bays used by staff who work part-time or regularly finish work before 5 p.m. Staff parking in the blocking-in bays have to leave a card on the dashboard giving a contact telephone number, so that the car can be moved quickly if the blocked-in partner has a problem and needs to use their car.
- 2.12 Barclaycard at Northampton applied for support with their travel plan development from the Energy Efficiency Best Practice Programme, but there was no cash left in the EEBPP budget at the time. Barclaycard is looking to apply to the Transport Energy Programme for support with the development of a travel plan at their Tyneside Office, soon to be relocated.

- 2.13 Barclaycard was the first business in Northampton to develop a travel plan and is an active member of the Northampton Travel Forum. Barclaycard undertook a staff travel survey in August 2003, getting 900 responses, and has recently sent out its second staff travel habits survey. Car sharing aside, other travel planning measures are at an early stage.
- 2.14 Car parking at Barclaycard is free, and at present there are no plans to change this, even though the company relocated from a town centre site. Staff who relocated are sensitive to any site-related additional costs.
- 2.15 There are lunchtime shuttle buses into the town centre. This allows staff to shop and use the town centre services. The bus interchange for the Business Park is located near to the Barclaycard Building. Barclaycard lease the interchange to the Council, as part of a S106 planning agreement. Bus services to the Business Park have been cut recently. Barclaycard has had difficulty opening up negotiations with the local bus companies to look at better bus services for staff.
- 2.16 The site has a staff restaurant, dry cleaning facilities and cash machines. Yoga and physiotherapy services are available on-site once a week and there is a private gym around the corner. The staff restaurant is run by external contractors and is not subsidised by Barclaycard, so the cost of meals is relatively high. The grounds to the rear of the main building are landscaped with a central lake and wetland. Benches and seating areas are provided for staff. Smoking is not allowed in the building but there are designated smoking areas outside the building and a smoking shelter has been provided.

Integration with Other Schemes

- 2.17 Barclaycard operates a closed scheme using Liftshare. There is little interest in travel planning amongst neighbouring companies on the Business Park, and Barclaycard is the only business on site that is a member of the Northampton Travel Plan Forum.
- 2.18 However, Barclaycard will be looking to roll out their travel planning initiatives to other Barclaycard offices in the UK.

Marketing and Promotion

- 2.19 The Ideas Week was used as a marketing tool to build up awareness of travel planning and travel and transport issues. Barclaycard uses the Liftshare.com registered trademark slogan to promote car sharing: SMART (Save Money and Reduce Traffic) Car Sharing. A range of SMART branded giveaways is available, including a Frisbee, car air fresheners and car tax holders.
- 2.20 Ben Brakes is responsible for Travel Planning at the site as part of his role as Environmental Manager. He has used posters, e-mail notifications, travel forum meetings, the Ideas Week, National Bike Week promotions, and the Smart Car prize draw initiative.
- 2.21 Barclaycard is hesitant to promote car sharing as a money-saving option too strongly, because staff have been relocated from a city centre site and it may cause unrest amongst staff who have to travel further to get to work following the relocation.

Financial Performance / Targets

2.22 Ben Brakes estimates that car parking demand has been reduced by 150 spaces per day due to the car sharing scheme. The blocking-in parking scheme has increased the spaces available on-site by 80.



Research and Development

2.23 A Staff Travel Habits Survey was conducted in August 2003, and was due to be repeated in August 2004.

Support/Consultation

2.24 The Ideas Week acted as a consultation session for staff.

- 2.25 The Transport Change Forum, with a core membership of five or six, meets once a fortnight to discuss travel planning issues on site.

User Perceptions

- 2.26 The two staff interviewed are both car sharers (with other partners). The priority car parking area for car sharers is seen as the prime reason most staff had joined the car sharing scheme. Car parking had been a serious problem on site with many staff complaining about the lack of car parking and about congestion on the Business Park caused by Barclaycard employees parking on the road network around the Business Park.
- 2.27 The interviewees had both previously travelled to work by bus, but had been offered lifts by colleagues since the introduction of the car sharing scheme. They both travelled in with their car share partner, but travelled home by bus, as they did not finish work at the same time as their respective car share partners.
- 2.28 One of the interviewees said that she estimated she was able to bank an additional 20 minutes per day on flexitime (almost 10 working days per year), because her journey time to work by car was so much shorter than by public transport. She also estimated that her car share partner probably also banked an additional 5-10 minutes per day (almost five working days per year), because she could quickly find a parking space close to the front entrance, rather than driving around the site looking for a space and finding one in the furthest car park.
- 2.29 One interviewee estimated that she saved around £5.00 per week on bus fares, whilst the other interviewee did not think that she made any financial saving by car sharing, since she had to pay towards the cost of her outward journey by car and pay for her bus journeys home.
- 2.30 Neither interviewee had used the Liftshare service to find their partners; they had both been approached by colleagues directly. One of the women said that as a non-driver she did not think it was appropriate to ask for a lift as she could not reciprocate. Both women reported some reluctance from colleagues to provide information to an external agency.
- 2.31 Both interviewees said that word-of-mouth and on-site observation of the advantages of the car sharing car park had been the main incentive for people to car share. A number of staff had been sceptical about the scheme at first, but once it was seen to work, more staff joined.
- 2.32 Both interviewees said that they had not been very aware of the car sharing promotion. They had ignored it, thinking that it did not apply to them because they used public transport. They both thought that more feedback on the success of the scheme would act as an incentive to other staff to try it.
- 2.33 The interviewees thought that the two major incentives that would encourage people to car share were saving time and money. Cash-based incentives might help.
- 2.34 One of the interviewees said that before the car sharing scheme was introduced, when car parking pressure was at its worst, some staff would take half a day off following a hospital or GP appointment, rather than come in and search around for a space to park.

2.35 Both interviewees already used a mix of transport options including the bus.

Other General Issues

- 2.36 The Coordinator thought that most companies wait until the parking problems get really bad before they take any action. His advice would be: act early, rather than waiting until the problem is overwhelming and you have to rush to put a quick fix in place.
- 2.37 However, if there are no parking and congestion problems in an area, it would be very difficult to persuade businesses to take part in travel planning initiatives. The only other motivating factor identified at Barclaycard was the explicit inclusion of travel planning in ISO 14001.
- 2.38 Support for car sharing from national Government would help, especially to remove some of the tax disincentives. Introduction of high occupancy vehicle lanes would act as a further incentive for car sharing.
- 2.39 There is a need to change people's perception of car sharing. People need to realise they do not need to car share five days a week to solve the problem; if everyone shared once a week things would be much improved.



3 GCHQ

General Background

- 3.1 Government Communications Headquarters (GCHQ) is an intelligence and security organisation. A Civil Service Department, it reports to the Foreign Secretary and works closely with the UK's other intelligence agencies (commonly known as MI5 and MI6). Its primary customers are the Ministry of Defence, the Foreign and Commonwealth Office and law enforcement authorities, but it also serves a wide range of other Government departments. The GCHQ web site summarises its key areas of work: 'We provide information to support Government decision making in the fields of national security, military operations and law enforcement. The intelligence we provide is at the heart of the struggle against terrorism and also contributes to the prevention of serious crime... We help keep Government communication and information systems safe from hackers and other threats. We also help those responsible for the UK's critical national infrastructure (power, water, communications, etc.) keep their networks safe from interference and disruption'.
- 3.2 GCHQ has recently completed consolidating its 4,500 staff in a purpose-designed facility to the west of Cheltenham city centre. Formally staff were split on two sites, four miles apart in the city. The new building, nick-named the 'doughnut' owing to its shape, has been constructed on a brown-field site. The space constraints of the site, coupled with a parking space allowances for new developments imposed by the Government Office for the South West (one space for each 42 square foot of useable building space), has led to a significant interim cut in the volume of car parking available to GCHQ staff. The two old sites provided around 3,400 spaces between them. During the construction period at the new site there are approximately 1,800 spaces, which will rise to 2,890 at the end of the construction period in May 2005.



An aerial view of the 'doughnut'

3.3 The scale and logistics of the move to the new site, which took place over a twelve month period, has necessitated the appointment of a specialist business change management team. In an assessment of the main challenges of the move, staff travel and access to the new site emerged as the number one risk to the success of the operation. Consequently, five full-time members of the change management team were appointed to work on this issue. Their first task was to carry out a survey of how staff were currently travelling to the old GCHQ site, and how they planned to travel to the new one. This achieved a high (70%) response rate, not least as worries about the availability of parking at the new site were a very real concern for GCHQ staff.

Operating Structure

3.4 Based on the findings of the travel survey, supplemented by traffic counts and research into what was happening elsewhere in the UK, a car park space sharing scheme was devised for GCHQ employees, known as the rainbow scheme. Briefly, car users are eligible and/or can elect to join one of the following car park space allocation categories:

- ❑ Red – visitors, emergency spaces bookable for limited business-specific reasons and short stay spaces.
- ❑ Orange – medical or acute personal need.
- ❑ Green – occasional car users who can request a parking space from a shared pool of spaces on up to twenty five days each year.
- ❑ Yellow – car users who organise themselves into teams of two or more members, and are allocated one parking space for the team. Combining teams into pools to increase flexibility is encouraged.
- ❑ Gold bonus – limited pool of spaces that may be booked on an occasional first-come-first-served basis, on around ten days in any six month period.



3.5 Above is a summary of the interim rainbow scheme that is operating between March 2004 and May 2005. From May 2005, when the number of parking spaces will rise from 1,800 to 2,900, a full rainbow scheme will come into operation. Under the original plan, conceived in 2003, this would drop the gold bonus element but add three more categories:

- ❑ Blue – parking for three days per week.
- ❑ Indigo – parking for two days per week.
- ❑ Violet – parking for one day per week.

3.6 It was planned that when the full rainbow scheme became operational there would be no parking restrictions at all on Fridays and during school holidays, when demand is at it lowest. Due to the increase in the number of staff, however, the GCHQ's transport team is currently reviewing plans. A second census, requesting details of staff intentions under the full planned Rainbow Scheme, is underway. Based on this data, revisions to the original plans may have to be made.

3.7 Once awarded their car park space allocation, staff can re-allocate it as they wish. For example, if they are on leave or working away they can offer their parking space to a

colleague. All parking spaces are numbered which, together with the number plate records held by GCHQ, ensures that those who abuse the system are readily identifiable. However, it is generally only complaints from drivers about others' parked in their space which are followed up, thus enabling agreed informal space re-allocation.

 March '04 - May '05: Interim Rainbow <small>Bookable pool of spaces available to Greens, Yellows and for critical business use</small>	
Red Zone	Visitors, Emergency & short stay spaces
Orange	Medical & Acute Personal Need
Yellow	Space share - guaranteed space plus access to Gold Bonus
Green	Occasional drivers - priority booking from Green pool plus access to Gold Bonus
Gold Bonus	Limited pool of bookable spaces (airline style overbooking)
 May 2005 - The Rainbow <small>No restrictions on Fridays and School Holidays. Bookable pool of spaces available to Greens and for critical business use</small>	
Red Zone	Visitors, Emergency & short stay spaces
Orange	Medical & Acute Personal Need
Yellow	Space share - guaranteed premium space
Green	Occasional drivers - priority booking & premium spaces
Blue	3 days p/w parking in term time - Charge?
Indigo	2 days p/w parking in term time
Violet	1 day p/w parking in term time

A summary of the rainbow car park space allocation scheme, pre- and planned post-May 2005, developed by the GCHQ transport change management team

Impact and Effectiveness

3.8 Prior to the relocation to the new building, GCHQ staff took part in a travel survey that sought information about existing commuting patterns, and how these might be affected by the move. The findings from this survey, summarised under 'research and development'

below, reveal that prior to the move a total of 9% of employees already car shared for work journeying, while 12% indicated they were likely to choose this option after relocation. Single occupancy car use was due to drop from 62% to 56%. Of note, the move would also prompt an increase in the proportion of those using bikes (from 8% to 11%), motor cycles (from 2% to 3%), and bus users (from 2% to 5%).

- 3.9 The findings from this survey will be compared with an 'after' survey, due to take place during autumn 2004, which will reveal what, in practice, has been the effect of the travel management measures introduced as a result of relocation.
- 3.10 Overall, the effect of the scheme has been to encourage car park space sharing, rather than vehicle sharing. A typical arrangement would be two drivers sharing one space, with each entitled to use it, on average, two and a half days a week. On the non space days a driver would use other means of transport, park and ride facilities, or not travel at all as they have condensed their working week using flexitime arrangements. Those that do best out of the scheme are those in job share arrangements, who space share with their job share.

Successes / Failures

3.11 Key successes:

- Detailed and thorough consultation with staff and unions, which helped produce and refine an acceptable and workable scheme.
- The development and successful implementation of the scheme in a large and diverse organisation demonstrated good practice in change management. GCHQ intends to use the lessons learnt from this process in others areas of business management and its evolution.

3.12 Teething problems:

- "GCHQ employs a lot of clever people whose job it is to find a way round seemingly impregnable systems. When some of them started applying their intellectual capabilities to potential undermining of the rainbow parking system, cracks in the system became apparent. For example, there was a concern that frequent car users might ask a colleague who usually cycles to work to sign up with them for a yellow space – sometimes as a favour, sometimes for a cash reward. The driver would have the nominally shared space to themselves, while the cyclist continued to cycle – perhaps with a few extra quid in his pocket." To address this problem the change management team sought, and won, Cabinet Office approval to offer a one-off incentive payment for GCHQ staff to join – and stay in – the green parking allocation category. The payment is £400, based on the cost of a local bus season ticket, and is taxable.
- GCHQ purchased Jambusters software to help staff identify car share partners. In practice this worked well for matching those who live near each other, but was not sufficiently adaptable to enable drivers to identify potential partners on their route to work. Owing to the specialist nature of its staff GCHQ draws from a very wide geographical area. "We have people commuting to Cheltenham from Birmingham, even Nottingham." GCHQ went back to the software designers and asked if they could refine

the programme accordingly. The response was positive, but will take time to develop and implement (note: this function is available within the Jambusters software, and is awaiting deployment at GCHQ). In the interim, GCHQ used postcodes to plot the home locations of staff, and introduced its own simple computerised lift matching service based on 'nodes'. Those looking for car share partners enter the nodes (cities, towns, villages) they pass through or near en route to and from work, and the system identifies others who have entered at least one of the same nodes. This increases the chances of finding potential sharers significantly. In addition to matching car sharers, the system is also used by those seeking one-off lifts, e.g. those whose usual car share partner is unavailable due to illness, holidays, etc.

- ❑ The 'gold bonus' space allocation system has not been without its problems. Spaces are allocated on a first-come-first-served basis, and people could book them up to six months in advance. It has proved very difficult to balance between the 'hoarding' of spaces for 'rainy-days' with resultant empty spaces, and 'panic-booking' at the end of periods. To manage this, space allocations have been reduced for the remainder of the interim period.
- ❑ The several hundred contractors employed by GCHQ were excluded from the interim rainbow parking allocation scheme, owing to space constraints and the need to encourage staff themselves to buy-in to the scheme. These are individuals who have specialist skills, required on an ad hoc basis, and some have done work for the organisation for over 20 years. They feel resentful that they were not consulted when the scheme was developed, and some feel they were not specifically advised about the alternatives to parking on site that were evolving. In the event, however, a number of the main contractor organisations have made their own arrangements, such as purchasing parking at local hotels. Business has been judged as not having been damaged, and the exclusion of contractors is to continue in the future Rainbow Scheme.

Supporting Measures / Alternative Approaches Considered

3.13 The following supporting measures have been introduced to encourage car/parking space sharing among GCHQ staff:

- ❑ A guaranteed ride home in an emergency, covered by a contract with a local taxi firm (guidelines about using this facility have been draw up, and are available on the GCHQ intranet site).
- ❑ Information to parents who drop children off at school en route to/from work of other colleagues who use the same school(s), to enable lift sharing arrangements to be established.
- ❑ A car share newsgroup, to exchange information about the scheme, such as the availability of 'spare' spaces.
- ❑ In addition to its support for car/parking space sharers, other measures to encourage alternatives to single occupancy car use have been put in place include:
- ❑ The appointment of 'pathfinders' (more below) to assist individuals to explore the range of options for commuting available to them

- ❑ The provision of secure parking, showers, lockers, tools and road safety events for cyclists and motorcyclists, together with the provision of interest-free loans for equipment.
- ❑ The introduction of two park and ride services to GCHQ from other areas of the town.

Integration with Other Schemes

3.14 Owing to security issues, the scheme is available only to GCHQ staff.

Marketing and Promotion

3.15 GCHQ has employed a number of approaches to market its car/parking space sharing scheme, and supporting travel planning measures.

- ❑ 26 seminars were held in the twelve month period before the travel plan measures were introduced, to consult on them, involving a total audience of 1,106 GCHQ staff.
- ❑ “The change management team responsible for travel to work issues had an infectious enthusiasm, and were determined they were going to sort out the car parking problem.”
- ❑ The change management team have adapted elements of the TravelSmart campaign – pioneered in Perth, eastern Australia – which was based on personalised travel information. In brief, 30 existing GCHQ staff who were known to possess good communication and interpersonal skills were identified and appointed as ‘pathfinders’. Each pathfinder was given responsibility for a geographical area, or route corridor, and asked to assist staff living in that area who needed help overcoming travel to work problems. The scheme has proved very successful. Pathfinders have, for example, organised coffee breaks to bring people in their area together to discuss car sharing, as well as to seek advice on walking, cycling or using public transport. “It helped that the pathfinders were themselves facing the same problems and issues as the people they were trying to help. They could empathise, and there was a feeling they were one of us.”
- ❑ The car parking restrictions at GCHQ apply across the board. The change management team insisted that the scheme would only work if all managers and directors were included, demonstrating commitment and leadership.
- ❑ The marketing campaign adopted the ‘INSTEAD’ slogan (e.g. ‘Walk instead’, ‘Cycle instead’).
- ❑ Fliers, stickers and posters have been used to advertise a variety of travel plan initiatives. To encourage car sharing two example slogans used were: ‘Start the day with a pick-me-up!’ and ‘Have you the drive to make car sharing work?’
- ❑ It encourages staff to use the flexitime system to work a compressed working week, and promotes this with the slogan “Don’t drive one in five”.



- “There’s loads of information on the (GCHQ) intranet system, including newsgroups for users of different means of transport. And there’s always messages flashing up about the need for responsible parking behaviour.”

Financial Performance / Targets

3.16 The GCHQ travel planning measures, and associated targets, have been driven by the reduction in car parking spaces associated with the move to new premises. Between March 2004 and May 2005 the target is to accommodate almost a 50% reduction in parking space availability (down from 3,400 to 1,800). In the medium term, parking spaces will increase once the construction phases is complete, but are likely to be trimmed again in the longer term as more development on the site takes place, and to honour a planning agreement with the local authorities. In May 2005, GCHQ will have 85% of the number of parking spaces available prior to the move. By 2012, this will drop to 73%.

“Getting this programme off the ground and the ongoing support, which will continue for the foreseeable future, has meant a huge financial commitment on the part of GCHQ. It’s difficult to estimate a figure, as it’s tied up with the relocation expenses which cost £308 million (and that doesn’t include construction costs), but we’re talking hundreds of thousands of pounds.”

Research and Development

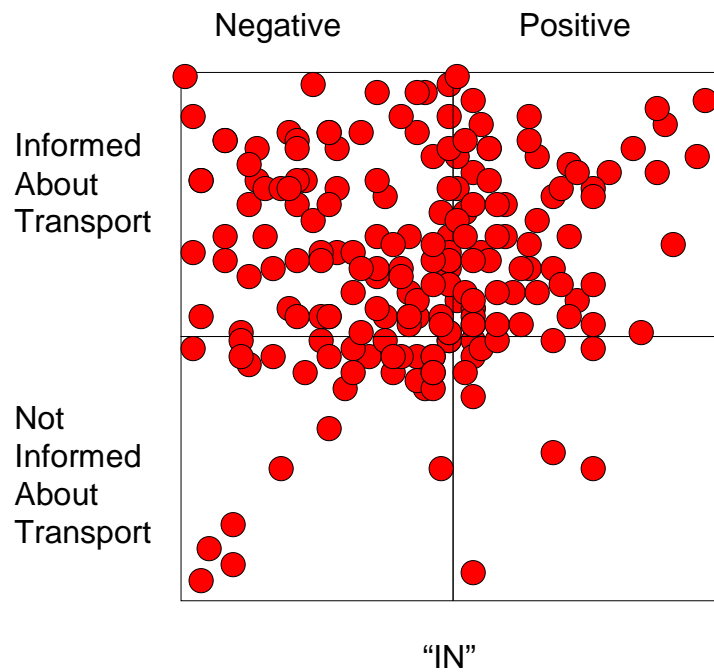
3.17 In preparation for the move to the new site a ‘travel census’ was carried out among GCHQ staff which asked, among other things, ‘How do you currently travel to work?’ and ‘How do you intend to travel to the new site?’ The responses to these questions are summarised below.

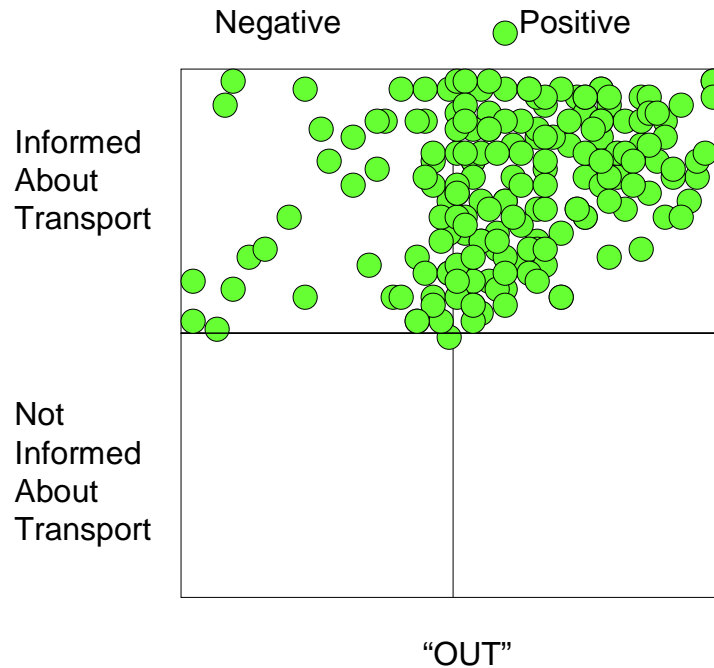
Mode	Existing (before the move)	Proposed (after the move)
Car, single occupancy	62%	56%
Car share, driver	5%	8%
Car share, passenger	4%	4%
Walk/jog	6%	5%
Cycle	8%	11%
Powered two wheeler	2%	3%
Bus	2%	5%
Other	12%	8%

3.18 GCHQ mathematicians were involved in analysing the results of the survey, to produce options for car park space allocation in the context of the forecast parking space availability.

3.19 To monitor staff acceptance of the changes that were taking place, the change management team employed established tracking techniques. These showed a gradual movement of the majority through the following stages:

- ❑ Immobilisation and shock
- ❑ Denial of change
- ❑ Depression – feeling overwhelmed
- ❑ Letting go – acceptance of reality
- ❑ Testing – exploring new possibilities
- ❑ Understanding – searching for meaning
- ❑ Internalisation – integration





The graphs above illustrate changes in attitude about commuting issues among GCHQ staff on their way ‘in’ to and ‘out’ of a transport seminar

Support / Consultation

- 3.20 In the development of the rainbow system of car park space allocation, the change management team engaged GCHQ staff in a number of consultation seminars. Anyone who was interested in being involved in the consultation exercise, was offered an opportunity. Feedback from this process lead to a number of refinements to the initial scheme concept.
- 3.21 As mentioned above, GCHQ has also patented the concept of ‘pathfinders’ to facilitate the implementation of the company travel plan. The organisation’s intranet system includes a newsgroup concerned with issues surrounding the relocation to the ‘doughnut’. Since the appointment of pathfinders the volume of comments and complaints relating to staff travel and access to the new site has decreased significantly.
- 3.22 Staff unions were involved in the development of the travel plan measures from the onset, and have consequently been supportive.
- 3.23 GCHQ is aware that it places a significant footprint on the local community, and has been proactive in engaging with local residents and business to minimise its adverse effects. For example, plans are being mooted to introduce on-street parking restrictions in surrounding streets between 10am and 2pm to deter GCHQ overflow.

User Perceptions

- 3.24 Overall, the parking scheme seems to be widely and reasonably well accepted among GCHQ staff, particularly now it has had time to ‘bed in’ and individuals have found ways of working with it. There is an element of residual resentment among a small minority, but

these tend to be those who have worked for the organisation for a long time, for much of which they have enjoyed unrestricted car parking. Below are a couple of comments from scheme users, illustrating their range of views on it.

- “Car sharing helps us work smarter and more efficiently. If you know you’ve got to get something done before your lift leaves, you get on and do it.”
- “It’s a bit galling when you see empty parking spaces that we could have used, but instead we’ve been made to struggle in on the bus, or spent additional time and money using park and ride. This is a particular problem at certain times of year, like during the school holidays.”
- “Those with childcare responsibilities face the greatest problems, as they have less scope to be flexible, and may not have the capacity to share their vehicles.”
- “It’s a shame that the preoccupation with car parking has distracted attention from the fact that we’ve moved into this fantastic new building. We’ve got loads of facilities, like state of the art IT, catering facilities and the gym, which means people don’t need to travel off site as much as they used to.”
- “If the scheme was abandoned I’d definitely go back to using my car every day, as the alternative public transport option takes so much longer.”

Other General Issues

- 3.25 Due to the customer requirements for more work by GCHQ against a range of threats, the volume of staff at GCHQ is set to rise well above the level anticipated when the ‘doughnut’ was conceived and designed. If desk-sharing and other measures fail to absorb this increase, the only capacity available to accommodate more building and employees on the site, would be at the expense of car parking.

One of the scheme promoters commented: *“At present we are in the calm between two states. We’ve negotiated the initial difficult hurdle of halving car parking spaces, but staff accepted this in part as they were told it would only be temporary until May 2005. I’m not sure what the reaction will be if/when it becomes apparent that GCHQ may need to cut parking spaces more severely than forecast permanently in the future.”*

- 3.26 In gaining planning permission for the Doughnut development GCHQ made significant Section 106 contributions towards the improvement of supporting local infrastructure. It has established a good working relationship with Gloucestershire County Council and Cheltenham Borough Council, forming a committee that meets to discuss how the Section 106 contributions should be spent. All three organisations are keen to see improvements for non-car modes, and GCHQ is committed to reducing the volume of its car parking as wider improvements for cycling, walking, public transport and park and ride are introduced. While the current 1,800 parking spaces is set to rise to 2,890 at the end of the construction period in May 2005, there is a long term commitment to reduce the number of spaces to 2,476 by 2012. Car parking spaces prior to the relocation programme numbered 3,400.

4 THE MET OFFICE AND EDF ENERGY

General Background

4.1 For 140 years the Met Office has been the UK’s national weather service, providing advice to government departments, businesses and the media. However, it does not just focus on weather forecasts. It is an international science-based business, looking at the wide-ranging impacts of weather.

4.2 EDF Energy is the new name for the former London Electricity and SEEBOARD group of companies. However, in 1999, London Electricity Group acquired the supply business of South Western Electricity Board (SWEB). EDF Energy is one of the UK’s major energy providers involved in supplying around five million customers nationwide. Overall the group employs around 11,300 staff with major centres in south-west, south-east and north-east England.

4.3 In 2002 The Met Office initiated a relocation of its head office from a relatively costly, cramped and constrained base in Bracknell to a purpose-built site in Sowton Business Park (pictured right), on the eastern fringes of Exeter. As a condition of planning permission for the new office, the company was required to submit and agree a staff travel plan with Exeter City Council and Devon County Council. Consultants Steer Davies Gleave were commissioned to help develop ‘STEP’, the Met Office travel plan. In relocating, the Met Office wished to carry as many of its specialist employees with it as possible,



so offered an attractive relocation package. However, to facilitate the objectives of the travel plan, the package was only available to those who moved to within an hour’s travel time of the new office. It was anticipated that a good proportion of the Met Office staff would choose to move to attractive villages within an hour’s drive of Exeter, but not well served by public transport. Therefore, a central element of the travel plan was the proposal to develop a formal car share scheme. Nevertheless, STEP does include a package of other measures to encourage alternatives to car use including walking, cycling, motor cycling, the use of buses and trains, and Park and Ride. It also facilitates flexible working, home working and video-conferencing to help reduce the volume of travel undertaken by Met Office staff for both commuting and business journeys.

4.4 The image right is a sample of the information the Met Office prepared for staff in advance of relocation.



- 4.5 Around the same time as the Met Office move, EDF Energy – already based in Exeter – was planning a move to new and larger offices in Sowton Business Park, to accommodate an expansion from 500 to 1000 staff. This company was also required to develop a travel plan as a condition of planning permission for its new building (pictured right). The two organisations realised they faced a number of common issues, relatively large numbers of staff travelling to neighbouring sites being potentially the most problematic. As both were in the process of implementing a travel plan, they agreed to run a joint car share scheme – recognising that the larger the pool of scheme members the greater the potential for success.



Operating Structure

- 4.6 Having done some research on the options available, the Met Office and EDF Energy eventually decided to use Intrinsica software for their joint car share database. Briefly, employees of either company register using an intranet system, both drivers and non drivers are encouraged to use the system. They provide details of where they live, and can register preferences such as gender of the person they would like to share with, whether they would prefer a non-smoker, etc. The software then provides enquirers with contact details of compatible sharers, and it is left to the individual to make contact with these people to discuss the logistics of setting up a sharing trial or arrangement. The Met Office has issued guidelines for car sharers, covering issues such as driver responsibilities, insurance, what to do if an arrangement breaks down at short notice, etc.
- 4.7 230 Met Office staff are currently registered on the database, from a total of 1200 who are eligible to join. A year ago this was 150, and two years ago – when the scheme was initiated – the number was 50. However, as will be seen below, not all those who are actively car sharing are registered scheme users. 350 EDF Energy staff are currently registered on the database from a total of 780 who are eligible to join. Those registered numbered 100 a year ago and 30 two years ago.

Impact and Effectiveness

- 4.8 The modal share for travel to work before and after the introduction of the Met Office's STEP travel plan is summarised in the table below. It is worth noting that while the overall proportion of staff travelling by car remained static at 70%, car sharing increased from 5% to 30%. As 1200 workers travel to the Met Office at Sowton Business Park, this represents a reduction in the number of cars used for commuting from 804 to 624, assuming an average car share occupancy of 2.5 persons (based on interviews with a sample of users).

Mode	Before STEP (%)	After STEP (%)	Before STEP (actual)	After STEP (actual)
Single occupant car	65%	40%	780	480
Multi occupant car	5%	30%	60	360
Cycle	10%	15%	120	180
Walk	7%	8%	84	96
Bus	10%	5%	120	60
Train	3%	2%	36	24
Total	100%	100%	1200	1200

4.9 The figures in the table and text above are based on an assumption that car sharers are sharing journeys every day. However, based on discussions with several users, this is clearly not the case. Met Office staff were recorded as using a means of travel if that's what they do most of the time. The car share scheme users spoken to indicated that they share, on average, three to four days a week. What the table also reveals is that a significant number of Met Office staff car share, but have not signed up with the company scheme: there are 240 registered on the database, yet the travel survey shows that 360 staff say they regularly car share.

4.10 The table below provides a summary of findings from EDF Energy staff travel surveys undertaken in the second quarter each year on mode of transport used for work journeying.

Mode	2001	2002	2003	2004
Single occupant car	83%	85%	78%	46%
Multi occupant car	8%	6%	15%	37%
Cycle	1%	1%	1%	3%
Walk	1%	1%	1%	3%
Bus	6%	6%	4%	7%
Train	0%	0%	0%	0%
Motorcycle	1%	1%	1%	4%

4.11 If the modal rates had stayed at the 2002 figures, with an increase of staff from 500 to 780, around 700 cars would be used for work journeying each day among EDF Energy staff

based at Sowton Business Park. As a result of the increase in the use of a variety of alternatives to single occupancy car commuting, but mainly in car sharing, the number of cars used each day is only around 400, across a 24 working period. EDF Energy car sharers average 4 days a week sharing.

Successes / Failures

4.12 Key successes:

- ❑ Thorough consultation with staff and unions in advance of the launch of the scheme, clearly linked to deployment of information relating to office relocation.
- ❑ Recognition that car sharing was as appropriate, and attractive, commuting option for the location and employee profiles.
- ❑ Very good ongoing relationship with the local authorities (Exeter City Council and Devon County Council), who provide supporting measures, e.g. roadside advertising for car sharing.

4.13 Teething problems:

- ❑ Some ongoing disgruntlement among a small minority of solo drivers about the provision of dedicated parking spaces for car sharers.
- ❑ The car share database has not proved entirely user-friendly. One user pointed out that, after registering months ago, he has not received any further information; another commented that when he registered he was offered a match with someone living many miles away (it may be that he was matched with someone potentially on his commuting route, but the link wasn't obvious to him).

Supporting Measures / Alternative Approaches Considered

4.14 The Met Office offers three incentives to encourage staff involvement in the car sharing scheme:

- ❑ Reserved parking spaces for car sharers located near the entrances to the building. There are currently 133 car share spaces marked out, from a total of 770 (715 for staff, the remainder for visitors). This number will be increased to keep pace with demand. Sharers are issued with a car share badge, which they display on their dashboard on the days they share, which entitles them to use the reserved spaces. There appears to be little abuse of the scheme, except from a very small minority of solo car users, who object to the reserved parking system, and use the spaces themselves. Users generally value the parking arrangements, specifically the fact that they are in a preferred location. However, as the car park currently typically has 120 unused spaces available each day, the imperative of having a reserved parking space for car sharers as a guarantee they will find somewhere to leave their car is somewhat diminished.
- ❑ A guaranteed alternative ride home in an emergency.

- ❑ An intranet-based database for registering an interest in car sharing and identifying potential car share partners. Interestingly, of the three scheme users interviewed, only one had initially identified his main car share partner via the database. The other two had got to know people living near them who are employed by the Met Office, and approached them informally to determine whether they would be interested in car sharing. Undoubtedly, the wholesale move of office and staff from the south-east to the south-west facilitated this: a lot of people were new to the area and organising new commuting arrangements all at the same time. However, one of these two eventually also used the database to identify other potential sharers, and is now in a pool of four, who share on average three days a week.



4.15 The image right is an extract from the Met Office ‘STEP’ travel plan, which summarises the incentives offered to car sharers.

4.16 EDF Energy offers similar incentives to encourage staff involvement in the car sharing scheme:

- ❑ Car parking is more restricted compared to the Met Office: there are 378 car parking spaces available for 780 EDF Energy staff, with plans to increase the number of employees to 1,000, yet provide no additional parking. As parking spaces are sought after, an allocation system is enforced, with priority for those with caring responsibilities, disabilities, a significant distance to travel, a lack of reasonable alternatives, etc. Spaces that become free due to staff on holiday, away on business or sick are re-allocated on a temporary basis to staff who do not normally qualify for a space. Those car sharing are guaranteed a parking space and currently 160 spaces are reserved for car sharers, who are required to share on average three days a week to warrant a space.
- ❑ If a car share arrangement fails at short notice as a result of unforeseen circumstances, and an alternative cannot be found, EDF Energy will cover the cost of a taxi ride home.
- ❑ EDF Energy uses the same intranet-based software and database as the Met Office to match car sharers.

Integration with Other Schemes

4.17 The Met Office and EDF Energy have developed this as a joint venture. There is some evidence of car sharing between employees of both companies, particularly among family members and friends/neighbours who know each other outside work. However, the vast majority of car sharing groups are among colleagues working for the same company.

- 4.18 Both the Met Office and EDF Energy would like to roll the scheme out among other businesses on the expanding Sowton Business Park, and are trying to progress this objective through Sowton Business Forum.

Marketing and Promotion

- 4.19 There have been two phases of marketing and promotion of the car share scheme: pre and post its implementation. In advance of their relocation, both companies were engaged in preparing and promoting a travel plan to staff, which included the car share scheme. Staff were kept abreast of developments via staff newsletters, meetings and presentations. Since the move to new premises and the start of implementation of travel plan measures, both companies have tended to rely on their intranet systems to remind and inform staff of the existence of the car share scheme. Both also provide information about the scheme via the induction process for new staff. Nevertheless, one of the existing car sharers interviewed commented: "Promotion for the scheme could do with a concerted push to attract new members. The marketing has gone a bit limp."

Financial Performance/Targets

- 4.20 No formal targets have so far been set relating to the car share scheme. However, the Met Office's staff travel plan, STEP, states that it is important to demonstrate the plan's success through on-going monitoring, using performance measures covering all modes – which have yet to be defined.
- 4.21 The Met Office and EDF Energy agree that running their travel plan measures involves resources equivalent to employing one full-time member of staff within each organisation. From the users' perspective, their main incentive for involvement in the scheme is undoubtedly the financial advantage of reduced fuel costs and less wear-and-tear on their vehicles. One of the three scheme users interviewed had calculated that car sharing saves him approximately £50 per month in fuel costs alone.

Research and Development

- 4.22 The Met Office engaged consultants Steer Davies Gleave to help them develop a staff travel plan in advance of their move from Bracknell to Exeter. Car sharing emerged as an important element of this, taking account of the characteristics of the new office location and the staff profile. Once new neighbour EDF Energy had emerged as a natural ally for a car share scheme, not least as it was also required to develop a travel plan in advance of relocation, the two companies worked together to research the most appropriate system. They jointly bought into a computerised database system developed by Intrinsic, which provides on-going support for its software. The Met Office and EDF Energy have, however, implemented incentives to car sharing in a slightly different way, taking account of site-specific car park management systems.

Support/Consultation

- 4.23 Consultation was an inherent element of the development of the relocation-linked travel plans for both the Met Office and EDF Energy. These involved staff travel surveys, and

presentations on the resulting travel plan proposals, which included a car sharing scheme. Both companies have identified staff whose responsibility it is to provide ongoing support for the implementation of the scheme. The main conduit for consultation with, and feedback from, staff is the companies' intranet systems.

User Perceptions

- 4.24 The following is a sample of the views of the three Met Office car sharing staff who were interviewed about the scheme:

"The system works well as I know the sort of people employed by the Met Office are largely reliable, professional and trustworthy."

"It helps that our car share group works for the same employer, as we have common ground for conversation. I suppose the company benefits to some extent, as we often have informal business meetings while we're travelling to and from work."

"Working for the Met Office we are aware of issues like climate change and global warming, and feel a responsibility towards the environment. Yet there's no doubt that the main driver to staff involvement in the car share scheme is personal cost savings."

Other General Issues

- 4.25 Office relocation for the Met Office and EDF Energy was a critical catalyst in establishing the formal car sharing scheme, and ensuring it was well publicised among staff. The moves prompted both companies to focus – indeed they were required to focus as a condition of planning permission – on how their staff would travel to the new premises. Because of car parking restrictions at the constrained Bracknell site, there was a degree of informal car sharing among Met Office staff prior to the move to Exeter. Thus, it was not a novel concept – that drivers had to be persuaded of – when it emerged as a key feature of the travel plan.

5 HEATHROW AIRPORT

General Background

- 5.1 By 2000, travel planning initiatives were already underway at Heathrow Airport, mainly concentrated on improving and increasing bus services, with some success in attracting more passengers on board. In September 2000, it was decided to spend more effort on car sharing. The main motivation was to reduce the number of staff travelling to work by car, driver alone, in order to manage predicted car parking pressure. But the catalyst was the fuel shortage that Autumn; a car share matching database received 20,000 visits during the crisis. At the peak, car use declined by one third, but absenteeism was reported as no higher than usual. Focus Groups carried out with staff in October 2002 indicated 47% acceptance of the principle of car sharing. Airport Carshare was formally launched on 23 April 2001.
- 5.2 In order to get permission to build the new Heathrow terminal (T5), a planning condition was accepted that placed a cap on the amount of car parking, set at 42,000 parking spaces although the forecast demand was for 45,000 spaces. In order to meet passenger requirements and to comply with the 'spirit' of the cap which proposed a reduction in employee car parking as opposed to passenger car parking, it is expected the 3,000 difference will have to be dealt with by reducing the number of cars driven to the airport by people who work there. BAA Heathrow is acutely aware of the sensitivity of this issue and the necessity to keep Heathrow as an attractive centre of employment.
- 5.3 The travel plan has recently been updated and refocused (see Changing Direction: Heathrow's Travel Plan 2004 – 07). It is strongly oriented towards encouraging airport businesses to adopt the travel plan. BAA Heathrow can only do so much in isolation. To achieve the level of modal shift required by the airport all businesses at Heathrow will have to take some degree of responsibility for influencing the travel patterns of their employees. Consequently, the new travel plan focuses on the business case for the travel plan and urges all companies and employers at Heathrow to work together "for sustained business growth".

Operating Structure

- 5.4 Airport Carshare is currently delivered on a closed internet-based system, using Intrinsic software, which is available to all 70,000 employees working at Heathrow. An administrator is required to complete the matches. Although the original software was 'off the shelf', it has subsequently been tailored to meet BAA's requirements. There has been further investment in the Intrinsic software package: GIS mapping was introduced in the first half of 2004. It was felt by the team that the process of creating a match is quite labour intensive. It was estimated that the process takes, on average, about an hour from meeting someone to registering them and finding a match on the database.
- 5.5 Delivery of the Travel Plan, and other transport planning services, is undertaken by the Changing Direction Team. This is lead by Heather McInroy, Head of Research and Travel Management, whose Marketing and Communications Manager, Freda Jesudason, manages the work of the Airport Commuter team. The latter consists of one Airport Commuter

Manager and three Airport Commuter Coordinators, all of whom are employed by travel plan services provider, Vipre, but are based full-time in the BAA Changing Direction office.

- 5.6 Three person-days per week are spent out of the office meeting airport staff face-to-face. The team is referred to colloquially as ‘the carshare girls’: it is interesting that the message that the Changing Direction Team is about business efficiency and sustainable growth has yet to gain widespread acceptance.

Impact and Effectiveness

- 5.7 Research has shown that in the 1970s about 7% of Heathrow employees car shared, and the 2003 staff travel habits survey of BAA’s own Heathrow employees indicated that – for their own staff at least – Airport Carshare had helped get car sharing back up to 7%.
- 5.8 In mid-2004, there were 4,045 people registered on the car share database (6,016 at all BAA UK airports).

Heathrow: car share database	Nos. registered
June 2004	4,045
May 2004	3,849
March 2003	2,103
March 2002	1,323
June 2001	600

- 5.9 Of the 3,849 car sharers registered in May 2004, 2,175 (56.51%) were sharing their journeys to work, in 998 “active pools”; in June 2004 this went up to 56.61% in 1,047 pools.
- 5.10 Looking a month later (June 2004), it is interesting to look at a further analysis of shift and day workers, with registered shift workers showing higher sharing rates than day workers:

Heathrow: car share database (June 04)	No. of staff registered	% of total	No. actively sharing	% of shift/day workers
Shift workers	1,603	39.63%	1,031	64.32%
Day workers	2,442	60.37%	1,259	51.56%
Total:	4,045	100.00%	2,290	56.61%

- 5.11 The number of towns at which the car sharers are located is 432, and between them they work for 235 companies. The top five towns were: London, Slough, Hounslow, Hayes, and Staines.
- 5.12 Getting existing car sharers to sign up has been quite an issue. People who were already car sharing were worried that they would have to take someone new, and misunderstood the reasons for the registration process. The team emphasised that people only have to carshare once per week to be able to be members.

5.13 The team also publishes information about the environmental impact of Airport Carshare. Their table of ‘*environmental information*’ for the period April 2001 – June 2004 is:

	Heathrow	Stansted	Gatwick	Scottish airports	S’o’ton	Total
Km reduction	19,532,544	8,266,135	4,107,266	1,596,711	12,513	33,515,169
CO2 reduction (kg)	3,792,681	2,262,485	711,495	219,831	3468	6,989,960
Fuel reduction (l)	1,573,935	707,009	301,124	88,245	3,060	2,673,373
Reg. members	4045	1383	841	411	93	6773
Sharing members	2290	1061	770	212	48	4381
Active pools	1047	480	280	94	20	1921
No. of towns	446	110	43	86	26	625
No. of companies	246	92	23	64	9	370
<i>Top 5 towns for Carshare registrations</i>	London	Bishop's Stortford	Horsham	Aberdeen	Southampton	
	Slough	Braintree	Brighton	Dunfermline	Eastleigh	
	Hounslow	Dunmow	Crawley	Paisley	Fareham	
	Hayes	Harlow	Billingshurst	Edinburgh	Winchester	
	Staines	Colchester	Worthing	Livingston	Waterlooville	

5.14 The above figures are based on an average car share group, sharing 3 days per week, and have been rounded up/down.

Successes / Failures

5.15 The main difficulty has been associated with persuading other employers on the vast Heathrow site to get involved. BAA Heathrow employs less than 6% (about 4,000 staff) out of the 70,000 who work at the airport. BAA Heathrow is not the employer of the remaining 94%, and their employers (about 400 firms) are BAA Heathrow’s customers, and might well expect to have car parking facilities provided.

5.16 Heathrow Express has not assisted with tackling SOV modal share amongst people who commute to work at Heathrow, as most of its passengers are airport customers who are transferring from other modes, and in any case only 2% from private cars.

5.17 A further difficulty is presented by history. The car parking system has developed over many years. Today, BAA Heathrow charges companies with staff who work at the airport anything from £465 to over £1,000 p.a. for a car parking space, with the rate depending on the convenience of the location. Very few companies charge this cost out to their staff. A further issue is the fact that parking is paid for quarterly in arrears. Consequently there is no incentive, in terms of reduce parking costs, for those employees who might consider car sharing occasionally and drive alone the rest of the time as they will still need their own parking permit. However, BAA Heathrow is considering introducing a system which will allow charging on a ‘pay-as-you-go’ basis.

Supporting Measures / Alternative Approaches Considered

5.18 Incentives are offered to people joining Airport Carshare, including:

- Discount with the Institute of Advanced Motorists

- ❑ Discounts with breakdown and motoring organisations: up to 30% at the Environmental Transport Association; 15% discount at the AA; and 20% at the RAC
- ❑ 10% discount at National Tyres and Autocare
- ❑ Emergency Ride Home service
- ❑ Priority parking in BAA managed car parks
- ❑ Discount at Vision Express opticians
- ❑ £20 discount at Specsavers opticians
- ❑ 15% off advertised activity days at buyagift.co.uk
- ❑ 10% discount with Debenhams Direct
- ❑ 20% off at the Tussauds Group (attractions like Alton Towers and Madame Tussauds).

Integration with Other Schemes

5.19 Airport Carshare is fully integrated with the airport's other travel planning activities

5.20 BAA Gatwick set up its own in-house car sharing scheme many years ago. This included establishing a relationship with customer organisations, whereby the person responsible for car parking would run a mini-car share internally, and there is no doubt this had an impact. So when the larger BAA car sharing scheme started, the Gatwick team was reluctant to move away from their own system, and now runs the BAA scheme alongside it. The effectiveness of Airport Carshare, in comparison with the more informal Gatwick scheme, has led the Gatwick Planning Team to reconsider their approach and it is likely that Airport Carshare will be fully implemented at Gatwick in the near future.

Marketing and Promotion



**AIRPORT
commuter**

5.21 Marketing and promotion is and has been extensive. Car sharing was the first big attempt at behavioural change at Heathrow, involving communicating directly with staff about their attitudes to travel to work. It was felt they needed a very strong brand, capable of competing with everything else on the airfield. At the time of the launch, most staff did not have email access. Graphic designers, Alter Ego, were appointed to create the brand.

5.22 The marketing effort has left no stone unturned, and has included:

- ❑ Advertising in airport newspapers
- ❑ Newsletters
- ❑ TV coverage

- ❑ Direct mail, such as letters to airport-based companies and personal ones to employees
- ❑ Presentations to departmental meetings
- ❑ Airline reports
- ❑ Intranet and website
- ❑ Competitions, with free flights as prizes.

5.23 They were even able to roll out a series of 48-sheet billboards: fortunately the team does not have to pay for them.

5.24 More famously, they have the nodding dogs for the back parcel shelf and the fluffy dice for hanging off the mirror, together with a whole host of other trinkets and giveaways.

5.25 More recently, the team has wanted to communicate about other modes. The new concept is Airport Commuter, complete with its own website (www.airport-commuter.co.uk). Airport Commuter is now the umbrella for a range of travel planning measures designed to achieve modal shift away from single occupancy vehicle travel to the airport. These include video and audio conferencing, public transport, flexible working practices, and so on. There is an electric Ford car available for staff, as part of the car pool.

Financial Performance / Targets

5.26 Just over £2m was spent via the Heathrow Area Transport Fund in 2002-03, which included public transport support (£1.02m) and the Changing Direction team. £1.78m revenue offset this expenditure, with the gap met by BAA plc from its own resources. In addition, BAA spends another £0.5m p.a. on improving ground transport facilities.

5.27 Travel data is slightly awkward to compare, as staff travel habits surveys have included different samples over time. A full survey carried out across the whole airport is undertaken every five years, and one of these is underway currently.

5.28 The team are confident about the figures produced in last year's in-house survey of BAA staff, as they had been able to take a much more representative sample.

Mode of travel	Heathrow Employment Survey 1999	BAA Heathrow Staff Survey 2003
Car, single occupant	71.5%	75.3%
Car, more than one occupant	4%	7%
Bus & Coach	11.7%	8.8%
Underground	6.3%	4.2%
Bicycle	1.3%	0.6%
Motorcycle	2.1%	2.7%
On foot	0.6%	0.5%
Train	0.8%	0.8%
Taxi	0.8%	0.1%
Air	0.9%	0.1%

Research and Development

5.29 In a recent presentation to the BAA Board, Heather McInroy has made a strong business case for the Changing Direction Travel Plan, accompanied by a full cost benefit analysis. For example, she can demonstrate that Airport Carshare means 800 fewer car parking spaces used daily at London Heathrow.

Support/Consultation

5.30 As must be evident from the rest of this note, the whole emphasis of the team is on engaging directly with potential car sharers, so they are constantly refining their ‘sales pitch’ and learning about the nuances from their face-to-face work around the airport, the emails, the letters, the meetings, the focus groups, and the surveys.

User Perceptions

5.31 Three car sharers were interviewed during the site visit.

5.32 Mr A was aged 35-44, and shares with one other person (not a family member) 2-4 times per week. “Compatibility” is an important factor when looking for a car share partner. He is always the driver. Previously he drove alone or took the train and bus. He was drawn to car sharing by the poster and leaflet campaign. But, on their own, these messages did not do the trick. What “converted the sale”, he said, was the field sales campaign, that is, when the team descended on his office and put the offer to him face-to-face at his desk.

- 5.33 “This was all new to me; in the back of my mind, it is about the environment; but that is not a primary reason. If you have a like-minded person, then your companion is a good reason. My carshare partner and I have the same job, we can chew over work and important gossip. It is valuable down time in a nice relaxed atmosphere. Need a tiny thing to make the move – to convert the sale – fill this in, will give you a pair of furry dice, personal touch was critical. After that need the carrot or stick: at Heathrow it has to be the former, privileged car share bays, and get you home scheme and a few other goodies in the pack.”
- 5.34 Usually, he books his car share via a mobile phone text message “in the 0700 – 0800 window” in the mornings.
- 5.35 Mr. B was aged 35-44, and currently shares with one other person (not a family member) 5 times per week. They each drive, on alternate days. For 18 months, there were three of them sharing, but one person has just left their job. He also spends one or two days working from home. For him, the other sharer living close to his own home was important. Now the car share is established, they make arrangements about it between themselves. Until Airport Carshare was launched, he did not car share, travelling in by car on his own. He learnt about it over the internet. Mr. B lives in Portsmouth, so the financial benefits of such long distance commuting are self-evident, and he has noticed reduced wear and tear on his own car. No money changes hands. He has not used any of the other incentives on offer yet, but likes the ‘insurance’ they offer.
- 5.36 Car sharing has improved his working life: “It makes me plan things better. People I work with are aware of the hours I work and of my travel arrangements. It gives me a rest, allows me to do some reading and make telephone calls.” In terms of problems encountered, there are two key ones:
- ❑ He has problems with his own line manager about the need for him to leave at a certain time in order not to let his car share partner down. “If the company (BAA) is really serious (about car sharing), then middle managers need telling.” He has a friend who works for British Airways, a training manager, whose senior manager complains about her time-keeping. “It is kind of frowned upon.”
 - ❑ The parking bays need to be policed more stringently, as they can be parked in by the night shift, who arrive “at the crack of dawn”.
- 5.37 He wondered whether the incentives should be more obvious and meaningful. For example, ‘If you car share so many days per year, then you can have an extra day’s leave’, or a Christmas Voucher to say ‘thank you’. If congestion charging was to be introduced at Heathrow, he would have to reconsider whether to carry on working there: “Charging is obscene; I wouldn’t pay”. There would need to be a concession for car sharers.
- 5.38 He does not tend to car share for other journey purposes. At home, Portsmouth has got a fantastic bus service, which he tends to use outside work journeys. He feels the train is too expensive.
- 5.39 Ms. C is aged 25-34, and she car shares with two other people 2-4 times per week, and neither of the partners are family members. Working hours, personality, flexibility, and driving style were the key criteria when looking for car share partners. They share the driving

between them, and they generally book their car sharing journeys. They have had to develop their own spreadsheet to solve the issue of costs and arrangements, because one of them has got a sports car with only two seats; but over time, it balances out and so no money changes hands.

5.40 Previously she took the train when she worked at Gatwick, When she transferred to Heathrow, the car share scheme was already in place when she arrived.

5.41 She knew there was a car share scheme and that she could work at home some times, so she applied for the job at Heathrow. She checked out these arrangements before her job interview. It has worked out as she expected. She has worked there for three years, and shared with one car sharer for about 18 months. Then the carshare girls found someone who lives in Shoreham. About a year ago, someone she knew at Gatwick, who also lives in Brighton, joined the car share group. Two out of the three car share partners would not have been able to find this match without the database. She sees the benefits of car sharing as both personal and to her employer:

- Not having to drive every day, avoiding stress and tiredness
- Being able to use the time, doing some study for her BA
- Sleep
- Reduced mileage on her own car – financial benefit
- Teleworking means less use of car as well
- Car sharing parking privileges – nearer to her office
- Discounts for carshare members – has used the discounted RAC cover and the Debenhams Direct website; and
- For her employer, it is a “big help” that she car shares, doing the job she does in the Environment section, so that she is seen to be taking action herself.

5.42 She was so impressed with the scheme that when a friend of hers started a new job she encouraged her to look into car sharing rather than buy a car.

Other General Issues

5.43 As T5's opening draws closer, the pace and effort devoted to Airport Carshare and the implementation of the Changing Direction Travel Plan is going to increase. They still have a long way to go in terms of meeting the business needs of the airport in respect of making adequate numbers of parking spaces available for the passengers. The team is very well organised and very determined to get there.

5.44 During the visit there was a discussion as to whether the BAA Heathrow example is 'atypical'? Although the team agree there are many issues that are particular to Heathrow Airport, they feel they have a great deal in common with other employers and that much of what they do is transferable to others: the professional approach, the initial and on-going research focus, the tailoring of the product to meet requirements, the focus on people, the branding, the marketing, the communication programme, the passion and commitment of the team, the measurement and monitoring, the evidencing of success, selling the success to

the business to secure on-going investment – this approach can be adopted by any organisation if it chooses to do so. The team is also aware that other organisations often say that they are lucky because they have the funding. But this has never come easily: they have had to work hard to secure funding and develop the product in such a way that it delivers for the business and the individual.

6 BROOMFIELD HOSPITAL, CHELMSFORD

General Background

- 6.1 Broomfield Hospital is the major 800-bed site of Mid Essex Hospital Services NHS Trust (MEHT), which also covers two smaller sites in Chelmsford. Both of these are due to be fully merged on the Broomfield site within the next five years, on an expanded site financed under a PFI contract. Small hospital sites are also operated in two other towns in the area. In recent years it has become one of the largest NHS trusts in the country.
- 6.2 Currently, the Broomfield Hospital site employs about 3,000 people, all of whom are eligible to join the car share scheme, and of whom 130 have joined so far. The car sharing scheme was devised and introduced upon the appointment of a Travel Plan Co-ordinator in summer 2003. This followed a commitment to introduce a Car Sharing scheme as part of a Green Travel Plan. The Travel Plan was proposed in a Consultants Report following a Transport Impact Study in February 2002, as part of the strategy to relocate MEHT services on an expanded Broomfield site. The consultants also recommended that the car sharing scheme include dedicated parking spaces for car sharers, a guaranteed lift home, and a needs-based approach for allocating car parking spaces. As well as proposing initiatives to make it more attractive for staff at Broomfield to cycle to work it also, crucially, included the appointment of a Travel Plan Co-ordinator. The consultants also proposed preliminary targets for a reduction in the number of employees travelling by car.
- 6.3 As well as the Green Travel Plan, driven very largely by the planned expansion of the Broomfield site, a main motivation for the scheme was continued and growing pressure on the existing car parking facilities at Broomfield Hospital.
- 6.4 The car sharing scheme has three main aspects:
- Car-share matching through an internet-based service
 - Car sharing permits and dedicated car-sharing bays
 - Strong publicity for the scheme
- 6.5 The internet-based matching service is operated as part of www.Travelshare-Essex.com. At the interview with Broomfield Hospital, the Travel Plan Co-ordinator, Teresa Prosser, had invited the General Manager of the Chelmsford Environment Partnership, which runs Travelshare-Essex, to also meet us, indicating the close and successful working relationship between MEHT and Travelshare-Essex.

Operating Structure

- 6.6 Car-share matching is done through the Travelshare-Essex website, though in practice many staff find their own car-sharers themselves. However, they have to be registered on the Travelshare-Essex website in order to obtain a car-sharer's parking bay permit. These car share-only staff car parking spaces were introduced from February 2004. Staff can register as a driver, a passenger or both.

- 6.7 Travelshare-Essex is a closed-group, web-based, fully automated journey matching service, free for individuals to join, and free to use, and is intended mostly for employees of registered companies, although individuals unconnected with an organisation can join. Once registered, it provides the member with details of other members making similar journeys to his / her own. It is a joint project of Essex County Council and the Chelmsford Environment Partnership (CEP) and was conceived about three years ago. Funding was obtained from both Essex County Council and Chelmsford Borough Council as well as the Countryside Agency. This enabled the appointment of a co-ordinator to link up with local organisations which might become part of the scheme. Starting up as a scheme covering Chelmsford only, it was expanded, with the support of the County Council, to cover the whole of Essex during 2003. 19 organisations have now been recruited to join the scheme, but the largest partner is MEHT. Although MEHT was always recognised as a key target of the scheme it was one of the later organisations to join because the process of approving and defining its Green Travel Plan was fairly lengthy. A steering group, comprising several of the partner organisations, oversees the Travelshare-Essex scheme. Annual fees are charged to organisations for their use of the Travelshare-Essex car-sharing scheme, with the business plan being that these fees will in time cover all costs so that the scheme can then exist without public financial support.
- 6.8 A specific feature of Travelshare-Essex is the variety of incentives it offers to members as a reward for car-sharing: it sees incentives as an integral part of any successful car-sharing scheme. It also provides a detailed set of guidelines to its members on using car-sharing safely. MEHT guarantees its registered and active car-sharers a ride home in the event of an emergency and, on its Broomfield site, a chance to park in a marked, priority car share space. The guaranteed ride home is a condition of corporate membership of Travelshare-Essex but is restricted to those who miss their ride home through what could be classed as an emergency. The Travelshare-Essex website also has an impact indicator showing how much a member can save by car-sharing and gives simple guidance on the insurance position of car-sharing and on what are legally acceptable charging arrangements. It also explains what is done with personal information that users provide to it. Travelshare-Essex also provides a series of annual awards, in association with local media, to ensure that local businesses and organisations get the recognition they deserve for the successful implementation and integration of Travelshare-Essex car sharing. These awards are given out to the organisation with the most innovative incentive schemes for its staff, to the individual who has collected the most Travelshare-Essex miles and also to the organisation with the highest ratio of Travelshare-Essex Miles per member of staff. The software is bespoke, and designed by Oxford Computer Products Ltd. CEP went out to tender for companies that could provide GPS, although in the event a GPS system was not actually implemented.
- 6.9 Key motivations for CEP setting up Travelshare-Essex were environmental, congestion-reduction in Chelmsford, and the enhancement of accessibility, particularly in rural areas. However, these were not specifically objectives of MEHT in joining Travelshare-Essex, and in fact the Travelshare-Essex scheme is an interesting example of organisations with different objectives and interests partnering closely to deliver an effective car-sharing scheme. The MEHT group on Travelshare-Essex is a closed group, covering MEHT sites other than Broomfield, but not including individuals or organisations outside MEHT.

Operation of the MEHT group is done by the Travel Plan Co-ordinator and Travelshare-Essex's co-ordinator. MEHT's membership of Travelshare-Essex costs £1,000 per year.

- 6.10 Provision of minimal personal information was an important factor in designing the Travelshare-Essex scheme. Names, postcodes and some personal preferences were the only things saved on the system. Teresa Prosser will show interested staff about how to use the system in practise, and staff are often surprised about how little personal information is required, though staff can input their journey pattern into the Travelshare-Essex website.
- 6.11 Car-share permits are needed for the individual passenger, so a car-share car parked in a car-share parking bay will display a minimum of two permits. All staff pay for car parking, but this is currently a nominal fee, and less than what visitors pay.
- 6.12 Car sharing across functional and departmental boundaries / barriers does occur to a certain extent. In administrative and medical areas, and where shift patterns allow, people do cross over these boundaries. Outside these areas (e.g. domestics and porters) people tend not to share across boundaries. However, this will also be due to shift patterns and to the fact that these people generally have less interest in looking at the scheme on the internet. They find out about the scheme by word of mouth, and then, with their car-share partner, they tend to approach the Travel Plan Co-ordinator and get permits.
- 6.13 Broomfield has, in general, no reason to open the scheme up to non-employees but it does allow visiting social workers employed by Essex County Council, which is also a member of Travelshare-Essex, to apply for a permit if they car-share.

Impact and Effectiveness

- 6.14 Of the 130 registered members of the Broomfield scheme, 115 members have 'found' matches and have been issued with permits. MEHT believes that around 50% of these have started to car share since the introduction of the scheme. About 85 of these members use the scheme regularly. The current breakdown of the Broomfield car-sharing membership is 77:23 Female to Male, but a breakdown by age is not available.
- 6.15 The 'before' travel survey found that over 78% of trips to and from work were made by car, (71% being single-occupancy and 7% car-sharing), whilst cycling accounted for 1.7%, walking for 3.3% and bus a little over 10%. The remaining 6.23% consisted of staff members being dropped off by partners or friends, and those coming by motorcycle. The current mode split of trips is as yet unknown. MEHT have not looked into how much money people save through car-sharing, but they do know that the majority of their sharers are groups of three rather than of just two. However, because of shift patterns these groups of three may only ever travel in groups of two at a time. There is at least one group of four.

Successes / Failures

- 6.16 MEHT had to appoint a Travel Plan Co-ordinator as part of the Planning Agreement for the expansion of Broomfield Hospital, but although they were not required to appoint one until later, they decided to do this early, from summer 2003. The person appointed to the Travel Plan Co-ordinator post, Teresa Prosser, is a highly visible and proactive advocate of the

scheme. She ensures that staff members are fully aware not only of the scheme's existence but of its latest developments, e.g. increases in the number of car-share parking bays. A problem has been the imbalance between the number of users and the number of spaces. 'Politically' the Travel Plan Co-ordinator has to wait until she has too many people using the spaces before she can put more in, as she cannot be seen to have empty car-sharing spaces. This makes it frustrating for existing users, but this is helped enormously by good communication: the Travel Plan Co-ordinator keeps in contact with staff very regularly.

- 6.17 Key to success has been the support of the MEHT Board and Chief Executive. MEHT had first of all to convince its Trust Board that they wanted to join. This was made a lot easier because of the conditions of the Planning Application, for which construction will begin in November 2004, to close down other sites and at least double the size of Broomfield Hospital (in staff terms). It took a little while to convince the Board but it has led to the start of significant cultural change at MEHT. The Chief Executive publicly supports the Travel Plan policies at staff briefings. Car Sharing bays are also strategically placed directly outside the building where the Chief Executive and Chairman are located. This is a very powerful statement. Once the main decision-makers had been convinced it was 'full steam ahead'. The first five car-share parking spaces were granted in February 2004 and orders have just been placed (September 2004) to take the number of signs up to 35, spread around the site. The Trust has made a commitment to increase the number of car-share parking sharing bays as the number of car sharers increases. The Travel Plan Co-ordinator is of the view that 50 bays is an appropriate target to aim for with the current site (i.e. before the planned site expansion).
- 6.18 The reward system offered by Travelshare-Essex is a plus point of the scheme. Rewards include discounts in restaurants and beauty salons. The reward system works through the more miles that a member car-shares using Travelshare-Essex then the more discounted products and services he / she is eligible for. All members of Travelshare-Essex are now eligible for major discounts on membership of the ETA (Environmental Transport Association). However, a weakness is that miles have to be registered with the Travelshare-Essex central office and confirmed by the people sharing in order to be eligible for rewards. MEHT is not aware of how many of its car-sharers register their miles, but suspects it is comparatively few. However Travelshare-Essex is reviewing the process and software to make mileage registration much simpler and when this is done MEHT will be actively promoting the reward scheme within Broomfield.
- 6.19 Problems of shift patterns make it difficult for some people to share, and there is a strong perception amongst staff that their shifts are unique.
- 6.20 The car sharing scheme now works better than it did because staff area parking restrictions are now more properly enforced. Car share spaces, and better enforcement, have moved on-site congestion away from public parking areas and therefore made it more controllable.

Supporting Measures / Alternative Approaches Considered

- 6.21 An emergency ride home scheme is offered for registered members (see above) through a local taxi company. This is emphasised in the corporate induction, but it has not yet had to be called on.

Integration with Other Schemes

6.22 The car sharing scheme is part of a range of green travel plan measures. These include a discount scheme with First, the main local bus operator, for purchase of weekly, monthly, quarterly or annual season tickets, which can be bought on-site. An interest-free loan is offered for annual bus season tickets. Also, Essex County Council has paid for some additional bus services to Broomfield Hospital, while MEHT also works with BAA Stansted, which has been required to provide some additional bus services to meet its own planning application conditions. BAA Stansted kindly agreed to run these additional bus services via Broomfield Hospital. Cycle storage facilities and showers have also been installed. Car sharing and public transport discounts are seen as the main travel planning tools for the Broomfield site: the cost of car parking at Broomfield is currently under discussion and may increase and the benefits from car sharing and from bus discounts will therefore become relatively more valuable to users. Broomfield Hospital is also prepared to buy-in bus services itself to top up what the local authority can provide, where it sees this as essential to its travel plan requirements.

Marketing and Promotion

6.23 Rewards are offered (see above). The scheme is also marketed through leaflets, posters displayed throughout the hospital, membership invitations, E-mail alerts and a slot in the Corporate Induction, which also covers other travel-to-work issues. There is also a monthly staff briefing magazine ('This Month') in which there is a regular section from the Travel Plan Co-ordinator. There is a weekly electronic newsletter for staff - 'Friday Focus' - which is used regularly to publicise the car sharing scheme and other aspects of the Travel Plan.

6.24 Personal visibility of the Travel Plan Co-ordinator is very important: people know who to contact to ask how to get a car-share parking space. The corporate induction has also been very important, and Teresa Prosser has picked a few 'key' people that she knew were car-sharing and got them to promote the concept. People have also visibly seen that car sharers are benefiting from the scheme.

6.25 Marketing initiatives that haven't worked well are those which have been too 'formal'. The Travelshare-Essex formal exhibition in the staff canteen didn't really work as people did not want to be 'exposed' by being seen to talk to the exhibitors. By contrast, leaving leaflets and posters on walls and attaching leaflets to pay slips have worked, as have periodic repeat 'informal' promotions.

6.26 A big cultural shift has been required as historically, the Broomfield site had no problems with car parking at all, until the last 3 to 4 years. So traditionally the staff expected to drive to work. More people, more staff and more units (e.g. the Regional Burns Unit coming c. 12 years ago) have caused the pressure.

6.27 A marketing tool used at the beginning, to awaken interest, was a question asking whether people wanted "a priority car parking space", without mentioning that this was about car-sharing. This provoked a lot of interest, and around 40 people signed up to the scheme as a result.

Financial Performance / Targets

- 6.28 £750,000 over 5 years is committed to the Travel Plan. Car sharing is just a part of this, though a significant part, and a large part of this money is for supporting additional bus services. It is not envisaged that any of this will be spent on consultancy.
- 6.29 The Travel Plan Co-ordinator wants to see somewhere between 3% and 5% of staff car-sharing. Although this may not seem high it is a realistic target and amounts to a large number of people: there are 2,500 staff now and this number will double under the new PFI scheme.

Research and Development

- 6.30 The earlier Transport Impact Study was done by consultants, and it is thought that they will come back to do an updated one. Consultants are also used for the technical aspects of all the MEHT planning applications. However, in terms of advising what to do on the Broomfield sites site, consultants are not used, since in her previous job, elsewhere, the Travel Planning Co-ordinator had already benefited from free government-funded consultancy advice, so was fully aware of all the issues surrounding travel planning when she joined MEHT.
- 6.31 There is an application for a large staff car park of 700 spaces, and there is a concern that when this is built it will slow down the impetus for car-sharing. Therefore it is important to continue to make car-sharing highly visible now, so that the best parking spaces in the new car park can be allocated for car-sharing at the beginning. In the long-term the scheme could be improved by having barrier car parking areas, although this is very expensive (around £10,000, compared to about £100 per car-share sign and £35 for painting the car-share symbol on the parking space), and removes flexibility. MEHT has not wanted to do this to date because of the incremental increase in the number of car parking spaces, but it could be possible in the long-term. Making sure that people know about the car-sharing scheme, making sure the spaces go in the right places and making sure that they are enforced correctly are all important. In the early days enforcement was rather lacking, because of a lack of staff to do this. Formerly they fined people: now they don't do this, but instead phone people up and make them come out of whatever they are doing to move the car.

Support/Consultation

- 6.32 There was a large and time-consuming consultation with the union, though they weren't particularly opposed to it. There were also long discussions about where to put car-share spaces: MEHT could not move them to the public pay and display car parks because of a contract with a car park management company. However, in fact this was the right choice in public relations terms because otherwise staff car-share parking would have displaced public parking near the hospital entrance.
- 6.33 It was felt that the Travel Plan Co-ordinator had handled the delicate public relations and negotiation issues very well, and there has been steady progress at MEHT of listening to concerns and taking them seriously.

User Perceptions

6.34 There were a number of complaints about the scheme when it was started: a lot of staff felt that others were getting something which they weren't. However, staff have now generally come round to the idea, as they have realised that even if they are not in the scheme it does benefit them as well because it frees up spaces and increases their likelihood of getting a space. The erection of car-share signs in some of the car bays adjacent to the Trust Board offices was a powerful factor swaying staff opinion in favour of the scheme. The original spaces were across the site away from these offices, but were then moved. The Travel Plan Co-ordinator is also seen as an impressive advocate of the scheme.

Other General Issues

6.35 The interviewees felt that a locally operated scheme which isn't restricted to just one organisation works well. The biggest single thing to encourage car sharing was felt to be High-Occupancy Vehicle lanes, which would be a major statement of the government's support for car sharing, and was felt to be really the only way to get car-sharing into the consciousness of the average person.

6.36 The interviewees thought that car-share schemes could be an effective tool for accessibility in semi-rural areas, but only where a back-up alternative was available if car-sharing was not available every day it was required.

7 LAND-ROVER (GAYDON SITE)

General Background

- 7.1 Land Rover is located at Gaydon, near Junction 12 of the M40. The site is shared with Aston Martin and Jaguar. It is in a rural area, and was established in 1993 (when staff were transferred from the Canley site in Coventry, followed shortly afterwards with a migration of staff from Solihull). From the outset, Land Rover worked closely with Warwickshire County Council on the issues associated with transferring staff, and developed transportation solutions in response. A staff transport strategy was formally adopted in 1996, and the site continues to be the subject of a Section 106 Agreement specifying transport improvements and travel targets.
- 7.2 The site has approximately 4,300 employees, of which 80% are office based with PC access and are involved in administration, design, marketing and sales. Around 800 are classed as workshop support engineers / testers.

Operating Structure

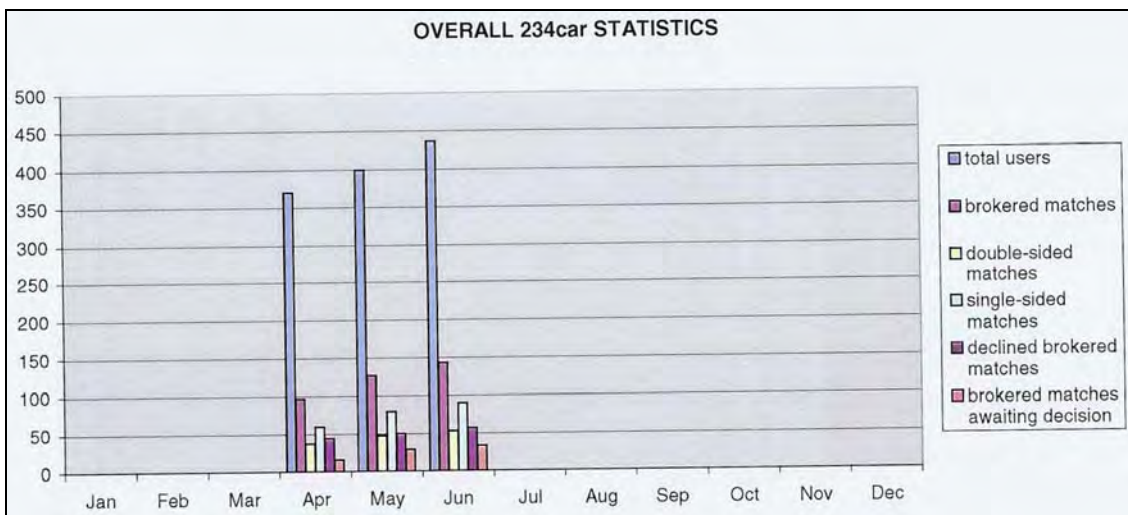
- 7.3 The scheme currently operates using 234car Technology, enabling staff to access the car share database through any internet connection (either through work PC's / terminal, or from home / remotely). This has been operating since December 2003, before that a paper based matching system was used. As a result of Ford's desire to implement car sharing (Ford acquired Land Rover in July 2000), they worked with Bristol University to assist in the development of the 234car software to ensure it met their wider needs.
- 7.4 Staff accessing the 234car website register basic details on their trip requirements and travel preferences (for example, sharing with smokers, single sex groups). It also asks the user what level of personal information they wish to share with other users (for example, e-mail address / telephone details). In most cases, matching is done by e-mail, with automatic messages sent to potential partners, for them to respond as appropriate.
- 7.5 Despite the supporting technology, the approach requires a part time support person to manage the system, and prepare the supporting marketing / promotional material.

Impact and Effectiveness

- 7.6 The scheme has had a positive effect on the level of car sharing, as shown in the modal split figures below:

Mode	2000	2004	%'age point change
Car (single occupancy)	87%	79%	-8%
Car (multi occupancy)	12%	20%	+8%
Bus	1%	1%	0%
Train			
Walk			
Cycle			

7.7 These figures are calculated based upon twice yearly physical access counts, undertaken at each entrance to the site – this robust approach of monitoring provides certainty that the investment in car sharing and other sustainable travel initiatives is effective. Membership levels of the paper based scheme reached 800, before the 234car initiative was launched. The 234car database currently has 520 members, which has resulted in 191 matches, and 79 active sharing groups. Growth in the use of the 234car software is demonstrated in the following graph:



Successes / Failures

7.8 A major reason for the success of the scheme has been the commitment at board level. This has been combined with a ‘bottom-up’ approach to developing the scheme (i.e. defined through staff consultation), ensuring that it meets user needs.

7.9 Whilst the launch of the database has had an impact on sharing levels, additional sharing still occurs as a result of the general publicity and promotion activities. Whilst existing car sharers are encouraged to register with 234car, there is no means of enforcing this (hence

the approach to physically count access at the entrance gates in order to assess an accurate view of numbers sharing).

- 7.10 The initial scoping exercise for the car share scheme (and wider travel plan initiatives) was driven by a strong staff consultation process, encouraging local ownership of the outcomes (the travel group sought to 'facilitate, coach and guide'). The development of the solutions was derived by a team comprising 2 representatives from each building on the Campus.
- 7.11 An issue was the lack of continuity of staff in the post of coordinator. The company has worked hard to ensure continuity to instil confidence in the scheme and the current post holder has been in place for 18 months.
- 7.12 Whilst the scheme can be accessed via any internet terminal (through a secure password), it is more difficult for hourly paid staff (not on the payroll, and often without PC internet access at work) to access the database. In many cases, hourly paid staff are not provided with a Land Rover e-mail address (a prerequisite for the system registration), and hence have to use the address of a work colleague or home e-mail account. Actions to overcome this problem are being addressed to improve the take up by these hourly staff members.

Supporting Measures / Alternative Approaches Considered

- 7.13 Given the large distances staff travel (typically 20 miles or more), combined with local concentrations of staff around previous Land Rover sites (e.g. Coventry and Solihull), car sharing remains as the priority approach to reducing car use, and achieving the targets set in the S106 Agreement. Car sharing was seen as a means of both achieving corporate travel objectives, and reducing the cost and strain for staff by sharing the expense and driving time of travelling to/from work.
- 7.14 The site does not offer any specific financial incentives, nor an emergency ride home (staff are supported in finding alternative sharing partners in this case).
- 7.15 The site continues to look for other opportunities, and is exploring the possibility of providing 'works buses' to shuttle staff to/from key urban areas.

Integration with Other Schemes

- 7.16 The scheme integrates fully with the wider 234car database. Staff currently register with the Land Rover private group (part of the wider Ford group), but have the ability to use the 234car matching software to meet with other external sharers. The 234car software enables matching 'on-route' and hence could be more widely promoted amongst other businesses served by the routes taken by Land Rover employees.
- 7.17 The car share scheme also fits within a wider travel plan for the Gaydon site, whose measures include (some of which have been implemented):
- Work from home / flexible working policies
 - Improved inter company site communications (e.g. video-conferencing)
 - HGV routing policy

- ❑ Improved information on bus services, and on-going discussions with operators
- ❑ Company bus for staff travel
- ❑ Improved cycle routes and on-site facilities for cyclists (parking, lockers, showers)

Marketing and Promotion

- 7.18 The scheme is marketed to staff through quarterly e-zine style newsletters, combined with regular road shows. These road shows have proven particularly successful in gaining support and momentum, with the personal contact considered to be a significant issue. Much of the promotional material focuses on the wider travel plan objectives and opportunities.
- 7.19 Land Rover is also currently examining the further possibility of specific incentives, for example prize draws for the '100th car sharer' from a certain time of day (avoiding staff trying to arrive at a certain time to gain the prize). These incentives are likely to be 'Land Rover products' (to limit costs and tax issues), given to the driver and all sharers.
- 7.20 In addition, the Land Rover scheme relies heavily on the cascading of advice by managers, who are briefed on the scheme objectives. These managers then encourage workers within their teams to adopt car sharing if possible, and to use the 234car web-site to register for potential partners.

Financial Performance / Targets

- 7.21 There are no specific financial targets, although Land Rover does have a stated ambition to reduce single occupancy car use by 15%.

Research and Development

- 7.22 Land Rover continues to explore best practice, through links with Warwickshire County Council and attendance at sustainable transport events and seminars. In particular it is looking to provide preferential car share spaces, provide improved services to reduce 'inter-site' travel, and to improve the marketing potential of the 234car scheme. It is also planning to tailor information for new starters (including focussed e-mails and car share flyers), and provide an on-going refresh of the publicity material displayed on-site. A text messaging system is also being looked at.

Support/Consultation

- 7.23 An important element of the success of the scheme has been the board support for the initiative, and the advice and guidance of the County Council officers. As discussed above, extensive staff consultation under-pinned the scheme development, and staff are continuing to be consulted through annual surveys, web-site and e-mail feedback, and open advice desks at the road shows.

User Perceptions

- 7.24 All of the staff interviewed were active car sharers, and provided a rounded view of the

issues faced. All car sharers have worked for Land Rover for several years and had relocated to the Gaydon site. The key positive statements received from users were:

- ❑ The clear cost / financial savings (main motivation for all sharers)
- ❑ Software proven useful for matching partners (although those that had been registered prior to the launch of 234car all expressed a preference for the personal approach previously taken)
- ❑ Staff were very well consulted on the office relocation and travel implications, and given appropriate assistance in seeking car share partners
- ❑ The clear corporate commitment to car sharing

7.25 Negative comments received focussed primarily upon:

- ❑ The lack of rewards for car sharers (incentives)
- ❑ The lack of any alternatives
- ❑ The loss of personal freedom and flexibility
- ❑ Sometimes being let down by a sharer and the subsequent work related problems that were faced
- ❑ The difficulty of approaching payment for sharing, and the lack of guidance provided by Land Rover in this area (for example, in one case, a car sharer recorded each journey over a 12 month period and at the end of the year sought financial compensation from the other sharers)
- ❑ The need to accept other people's driving habits

7.26 All of the users adopted different mechanisms for sharing, some alternated between drivers each day, some drove for one week at a time before alternating, and others had the same driver each day. There was no noticeable view on which of these offered the preferred approach, and all users agreed that this is best agreed between the individuals themselves.

7.27 Of those that paid for car sharing (i.e. did not drive), the payments averaged at about £3 a day. One user estimated saving £20 a week through car sharing.

Other General Issues

7.28 Whilst Land Rover has achieved an 8% modal shift as a result of its car sharing initiatives, this has been achieved without the need for specific incentives. The focus of the scheme is providing a suitable matching system, which connects potential sharers, with the main incentives for staff being their own financial savings accruing from car sharing.

7.29 Land Rover staff who were relocated from Coventry and Solihull tend to live close to one another which makes car sharing easier. This is supported by close controls on overall levels of car parking, flexibility in shift working times to meet the needs of potential partners, a high level of staff integration, and a strong corporate commitment to meet the targets within the site travel plan (which is enforced through a Section 106 Agreement).

8 BRITISH GAS

General Background

- 8.1 British Gas employ 1923 staff at their Solihull Site (on the Blythe Valley Business Park accessed directly from Junction 4 of the M42). The site is primarily used as a billing office (approx. 70% of staff), with the remainder of staff employed in the sales department, field engineers, national metering department or projects. In addition, the site employs a number of agency staff. All staff have access to a PC.
- 8.2 British Gas moved to the site in June 2000, from their previous offices in Wharf Lane, Solihull (5 miles away, and nearer to the Birmingham City Centre). The Wharf Lane site had good public transport connections, and 2000 car parking spaces. In comparison, the Blythe Valley Park site has only 2 public transport services (X20 runs every 20 minutes between Stratford and Birmingham, and the 166 runs every 20 minutes between Solihull and Birmingham), and has only 386 car parking spaces, with no adjacent on-street or off-site car parking facilities.

Operating Structure

- 8.3 The car share database was established during the planning and development phase of the office move, in recognition of the need to address the significant difference in parking supply. Detailed analysis of travel patterns (including staff surveys) were undertaken in order to ascertain an appropriate scheme design. Contacts were made with other known car sharing sites, including Boots (Beeston, Nottingham), although none of these had addressed the scale of change required for the British Gas relocation. As a result, British Gas developed their own approach to car sharing, both for the technical development (database) and operating structure.

Technical Development (database)

- 8.4 The site uses a simple access database to administer the car share scheme. This database is managed by one full time coordinator, and a part time coordinator. The database took approximately 6 weeks to populate with the initial staff data and testing. The database contains staff details of registered sharers (name and address), vehicle registration details (up to 2), who they share with (partners in group), car share preferences, first three digits of postcode (for matching purposes), and working hours. When a request for car sharing is received by the administrator, they manually match with a suitable sharer in the database (simple visual inspection and searching on key fields), and pass on contact details in order to arrange the car share group.
- 8.5 Once agreed, a car share group is allocated a car space (not individually allocated, but registered car sharers are enabled access through the barrier using the smartcard access control system), and a windscreen permit containing their registration number and car share group ID. These disks are colour coded depending on the number of car sharers within the group (between 2 and 5). This is needed due to the high demand for car share passes, with

priority given to vehicles containing 5, 4 and 3 sharers. There is currently a waiting list of 20 staff for car sharing spaces.

Operating Structure

- 8.6 It was clear from the outset, that the limited number of spaces had to be used imaginatively and fairly. As such, the following summarises the allocations:
- ❑ 19 Disabled (17 in full time use, and 2 used for return for work staff)
 - ❑ 11 Visitors
 - ❑ 16 Flexi Spaces (pre-booked by staff that need the car during the working day, for example, doctors / hospital appointments, late working appointments etc.). These are also managed by the car share team.
 - ❑ 30 company car spaces (to cater for 70 company car users)
 - ❑ 16 Long Distance Spaces (these are reserved for staff that have no viable alternative – i.e. no suitable car share match, or public transport alternative). The site originally received 175 applications for these sites, and each was assessed on a personal basis to discuss alternatives, before deciding upon the 16 allocated.
 - ❑ The remaining 294 spaces are all allocated for car sharing.
- 8.7 Staff wishing to join or create a car share group complete an application form and submit this to the car share administrator, who adds the details to the database. The application forms seeks basic details on sharing requirements, and also asks sharers to sign a declaration, which includes statements on car insurance and vehicle tax. Data is registered for data protection purposes, and staff are asked if they are happy for personal details (including address) to be shared for the purposes of matching journeys. An excerpt from this declaration is shown below:

DECLARATION	
<u>Declaration</u>	
I (Name in full) _____ declare and confirm as follows:	
1)	I agree to adhere to the car sharing guidelines issued to help facilitate the car share scheme. I understand that participation in the scheme is not compulsory and does not form part of my contract of employment and that it is a scheme merely facilitated by British Gas
2)	My car a (make & model) _____ is fully taxed and MOT'd as required by law.
3)	I have a valid certificate of insurance in respect of this vehicle/s and my insurance company has confirmed to me that I may carry passengers under the car share scheme. I hold a full valid driving licence.
4)	I shall/shall not (delete as appropriate) be receiving a contribution from my passengers for petrol and other expenses that will be deemed as a profit and have informed my insurance company of this.
5)	I will inform the company forthwith of any changes to the above
Signature	Date
<u>Authorised by Site Services</u>	
Signature	Date
Issued By	Date
Version 4	Issued by Site Services September 2002

8.8 In addition, staff can 'post' requests on the car share display board in the main entrance, requesting either additional sharers, or a group to join.

8.9 An additional complication is the need to accommodate 2 shift patterns (referred to as daylight and twilight). Whilst staff have flexibility over start and work hours, there are 2 distinct shift patterns, with daylight generally starting from 07:30 (until approx 17:00), and twilight starting from 15:30 (until 22:00). Clearly the arrival of vehicles at 15:30 causes significant problems (all of the car park spaces are utilised by daylight staff that do not begin to depart until 16:00). As a result, twilight car sharers are not allowed access into the car park until 15:30 onwards.

Impact and Effectiveness

8.10 The scheme has been a great success, and the change in modal shift between 2000 and 2003 is shown below:

Mode	2000	2003	%'age point change
Car (single occupancy)	68%	10%	-58%
Car (multi occupancy)	2%	70%	+68%
Bus	25%	15%	-10%
Train, walk, cycle, other	5%	5%	0%

8.11 Much of this success is driven by the imposition of car sharing on staff (there is no alternative due to the limited number of spaces available). As a result there are currently 1210 registered car sharers, all of whom car share on a daily basis.

Successes / Failures

8.12 Despite the significant level of modal shift, car sharing remains a strong talking point (both positive and negative) amongst staff. One of the main drivers of success was the strong management support, and the high level of consultation from the outset. The planning condition on the number of available spaces ensured that the site was accessed in a sustainable way from the outset. The supporting infrastructure (including negotiated bus services, on-site bus stops and a range of measures to support cycling) offered choice to users, and the personal approach to car share matching through a dedicated team enabled employees to discuss access issues on a one-to-one basis. Similarly the involvement of trade unions from the outset has added a further degree of credibility to the scheme.

8.13 Enforcement has been important, and has worked effectively through the on-site security company that manages the car parking. A strong line is taken with regular registration checks, and offenders given 2 warnings before losing their right of access for a year. Whilst this is staff intensive, it ensures the scheme works effectively for the staff as a whole, and is considered as a positive benefit of the way the scheme is run. A similar enforcement line is taken with staff that ‘tailgate’ to avoid swiping their access card through the barrier (and hence potentially arriving by single occupancy vehicle).

Supporting Measures / Alternative Approaches Considered

8.14 The car share scheme is well supported by a range of sustainable transport measures, branded under the companies green travel policy. These include:

- ❑ Secure cycle / motorcycle parking (modified access to avoid the need to negotiate barriers)
- ❑ Showers, Changing facilities and lockers on each floor of the building
- ❑ Negotiated on-site bus services, that are regularly assessed to match travel demands. This has been established through a close partnership arrangement with both the local authority and the bus companies.

- ❑ Guaranteed ride home for car sharers (although the first approach is through the transport team, to identify if an existing car share group is undertaking the trip)
- ❑ Travel notice-board in main reception, providing bus and train information, and a trip matching register for business / long distance travel.

8.15 The scheme does not offer any specific incentives for staff car sharing, other than a guaranteed (free) car parking space, and the personal financial benefits (reduced cost of motoring) that arise. British Gas offer regular AA inspections of vehicles in the car park, including tyres and general maintenance.

Integration with Other Schemes

8.16 The scheme currently operates as a stand-alone database for British Gas, although the Blythe Valley Business Park (of which British Gas is the largest employer) have recently procured their own car share database (internet based). Given that all staff have the opportunity to share (given the large scale nature of the workforce), there is no current intention to merge with the Blythe Valley system, although discussions are on-going. One of the main issues to resolve would be the need to define a common 'car share' car park for the business park, requiring land to be allocated (each business only has limited spaces, and hence, it would be difficult to administer and manage spaces, if sharers worked for different employers within the park). Some informal car sharing already exists with staff from the local children's nursery.

Marketing and Promotion

8.17 The scheme is marketed through:

- ❑ regular E-mail newsletters
- ❑ high profile notice-board in main reception area
- ❑ general internal staff discussions and direct access to the transportation team
- ❑ Induction training pack, detailing the car share requirement for new starters (the car sharing scheme is also discussed during staff interviews)

Financial Performance / Targets

8.18 No specific targets have been set for financial performance, although the scheme relies on a full time transportation team to administer the scheme (1 full time, 1 part time staff member). No comparison of car parking costs saved has been undertaken, as the previous site was owned by British Gas, and hence car parking was not explicitly charged as an operating cost. However, based upon average costs per space, the amount saved by reducing spaces from 2000 to 386, could be in the order of:

- ❑ £646,000 annual maintenance costs (assuming average cost of £400 per space per year – ref. Making Travel Plans Work, DfT, 2003)

Research and Development

- 8.19 The transportation team continue to assess the scheme, and look for improvements where appropriate. For example, the 'long distance' trip matching register is a new addition to the travel notice board. British Gas are also an active TravelWise company, and hence keep up to date with industry advances, and look to learn from others. They have considered upgrading the database, but have yet to identify the business advantage of doing so (the personal advice and support is seen as a major benefit to the approach taken, hence an automated matching service has not been pursued).
- 8.20 British Gas are also looking at the possibility of allocating spaces to car share groups specifically to improve enforcement still further, and exploring ways of improving car occupancy rates (i.e. combining current 2 people groups to join together where possible). This is direct response to the current waiting list (20 in total) for new car share group spaces, hence the need to focus upon 3 and 4 people per car.

Support/Consultation

- 8.21 The scheme was developed through a strong consultation process with staff, and this was recognised by all of the individuals interviewed. It was recognised that transport would play a major part in the success or otherwise of the staff transfer to Blythe Valley Park, hence consultation was evident in all stages of the scheme development.
- 8.22 In addition, British Gas has a strong working relationship with the local planning authority (Solihull Borough Council), and is an active TravelWise company, and hence continues to work with staff on developing appropriate solutions and initiatives. They also worked closely with the developer (ProLogis) and their consultant team, particularly with regard the negotiation of bus services (which were finally agreed one day prior to occupation).

User Perceptions

- 8.23 It is evident that car sharing remains a 'hot topic' throughout the staff. Generally staff have positive statements including:
- The ability to meet new friends and colleagues
 - Ensures a relaxed and pleasant journey to / from work
 - Bridges the gap across all staff grades / levels
 - Offers financial savings
 - Well consulted from outset
 - Ensures working hours are adhered to (i.e. against overtime culture)
 - Makes good use of a limited resource (and recognition that the office space has improved as a result of reduced parking)
 - Feeling of security (for example if vehicle breaks down on Motorway)

- 8.24 Negative comments received from users focussed upon:

- ❑ Imposition rather than encouragement
- ❑ Doesn't suit all trip types, and hence often have to adopt significant change (for example diverting to pick up staff)
- ❑ Personality conflicts
- ❑ Safety of cars parked on-street when car sharers meet at a common location
- ❑ Receiving payment from car sharers (difficulty in approaching subject when sharers are not forthcoming)
- ❑ Stress of finding a partner (or if current partner leaves) if this is the only viable alternative
- ❑ Inflexibility (e.g being able to make visits after work, or leaving early / late).

8.25 It was mentioned that for one member of staff car sharing had 'saved her life', when her car share partners arrived to pick her up and found her in a coma at home.

Other General Issues

8.26 British Gas is a pioneer in embracing such tight restrictions on parking. As such they have faced difficult staff issues, but tackled these by a very positive promotion of car sharing, combined with a personal matching service. This is seen as fundamental in the success of the scheme in these circumstances, as is the on-going enforcement and promotion activities. The personal qualities and drive / enthusiasm of the transportation team and car share coordinator are fundamental in overcoming staff objections, and ensuring a successful scheme delivery.

9 PARK ROYAL PARTNERSHIP: COMMUTER CENTRE

General Background

- 9.1 Park Royal is a very large employment area in the west of London: currently there are 40,000 people working in 1,981 businesses or other organisations. There are also 4,000 residents, and the area straddles three local authorities (Brent, Ealing and Hammersmith & Fulham). The Park Royal Partnership (PRP) brings together businesses, councils and other stakeholders and aims to regenerate the area substantially, with a target of an additional 25,000 people working in the area. Naturally, this has major implications for travel and transport in and out of the area.



- 9.2 The Park Royal Partnership established a Commuter Centre at its own offices near North Acton tube station, using funding from Transport for London (TfL) and the Single Regeneration Budget (SRB). By 2003, the funding had been reduced (TfL) or ended (SRB). A full-time Commuter Centre staff member left in August 2003 and a decision had to be taken not to hire again, due to lack of cash.
- 9.3 The TfL contribution towards the Commuter Centre dropped to £20,000 per annum. This now covers a quarter of the Receptionist's time, and includes £10,000 for small grants to help Park Royal companies with their travel plan costs (up to 50% grant).
- 9.4 The Commuter Centre is overseen by Kate Pinsent, PRP's Transport and Infrastructure Manager. One of her main tasks is to prepare the annual Borough Spending Plan for the Park Royal area on behalf of the PRP. In effect, this is a joint submission to TfL for funding from all three Councils, covering the Park Royal area, so it is a large and significant task, consuming much of her time.
- 9.5 PRP is seeking funding to create a Transport Management Association for Park Royal. Brent and Ealing Councils currently share one Business Travel Plan Coordinator.

Operating Structure

- 9.6 The Commuter Centre is in the PRP offices, whose location is good in relation to North Acton tube, but is not central within Park Royal itself.
- 9.7 The car share scheme, known as Park Royal LiftShare on their website (www.parkroyaltravel.org.uk), is run on Intrinsic software purchased a couple of years ago using TfL and SRB6 funding. The Commuter Centre has not installed the latest Intrinsic upgrade, as it costs about £3,500 per annum for updates and assistance. In particular, KP feels being signed up for support would have been useful for training the stream of temporary staff at the Commuter Centre since August 2003.
- 9.8 The time taken to put someone on to the Intrinsic system is estimated to be about an hour. Even with the current low level of operation, the car share scheme needs at least an hour a day of someone's time. However, a car share user can go on the Internet and change their own details on the Intrinsic system.
- 9.9 The key bright spot this year has been the involvement of McVities (UK), the biscuit manufacturer (see below, in section on car share users).

Impact and Effectiveness

- 9.10 Due to the lack of travel planning resources, the car share service is not being marketed at present. KP is concerned to avoid doing it half-heartedly and wants to give car sharers a decent service.
- 9.11 About 300 people are registered. This had reached 400, but KP has recently done a cull. About 100 car share members are from McVities (UK) (see below). About 50 car pools have been set up, but it is not known how many actual matches have been created and are in use.
- 9.12 It is not known how effective the car sharing scheme has been in reducing car use at Park Royal. It is especially difficult to gather data as there are so many different separate firms and organisations in the area.
- 9.13 The proposed Transport Management Association is hoped to have two full-time staff and would therefore be expected to make a much bigger impact.

Successes / Failures

- 9.14 There are several difficulties being experienced at present, but the key one is the absence of anyone able to devote any proper time to marketing and organising the car share matching service. Bearing in mind the size of the potential catchment population (40,000), the relative effort going into car sharing at present is very small indeed.
- 9.15 However, there are other issues too, that would have to be tackled whether or not car sharing had more resources:

- ❑ There is a large proportion of people working in the Park Royal area for whom English is not their first language.
- ❑ Some women workers will not share a car journey with a man who is not a member of their family, due to cultural or religious reasons.
- ❑ Risk of stranding: there is no guaranteed ride home available.

Supporting Measures / Alternative Approaches Considered

- 9.16 There are leaflets and travel information packs, with the Freeflow Park Royal brand.
- 9.17 The Commuter Centre has a Transport for London EPOS (electronic point of sale) licence, and can sell all travel cards, season tickets and the new Oyster smartcard. Sales are currently running at between £800 and £1,500 per calendar month.

Integration with Other Schemes

- 9.18 KP felt that there is confusion amongst the general public about the difference between car sharing and car clubs, and exactly what car sharing actually means. She is trying to get the Park Royal publicity re-written to refer to car sharing as lift-sharing. Car sharing appears to be seen as sharing your car with someone, rather than giving them a lift. In the same vein, there is the west London internet-based car share matching service being offered by Liftshare.com. TfL is paying for this to be introduced, but KP feels that people will not sign up for an open public scheme like this, and that it could add even more confusion to an already confusing situation.

Marketing and Promotion

- 9.19 Up to August 2003, the Centre worker used to go out and rustle up car sharers at road shows, but this is now not possible. There is a leaflet with a form on it, and people can telephone, email or complete the form on the website. The web form has just been revamped; the previous one from Intrinsic had white lettering on a blue background and was difficult to use. It is expected that Park Royal Carshare will become Park Royal Liftshare, in response to the feedback received about people's confusion over terminology.

Financial Performance / Targets

- 9.20 No detailed analysis was available.

Research and Development

- 9.21 The key issue is to obtain funding to establish the proposed Transport Management Association.

User Perceptions

- 9.22 The McVities (UK) biscuit factory was visited, and four staff were interviewed. McVities' Human Resources Administrator, Selena Dawkins, explained that the firm has recently expanded to incorporate a new line producing Mini Cheddars. As they needed to squeeze

more staff (from 350 to about 470) onto the same site and car parking was already tight, they have set aside a car park for car sharers. The Commuter Centre travel information pack is handed to new staff at their Induction session; a car share lunch and a breakfast was organised. About 100 staff registered on the car share database at the Commuter Centre, some of whom were car sharing before the scheme started. There is a Travel Board situated between the shop floor and the canteen, with travel information from the Commuter Centre and TfL. Car sharers are guaranteed a space in a locked car park; currently the key is held by security staff, but it is likely this will move to access via a magnetic swipe card (although they are also considering giving out keys on deposit). There are 40 spaces in the car sharers area, and the factory's General Manager, Andy Readshaw, is looking forward to having the problem of what to do when this is full. The company openly recognises the human resources benefits of car sharing. Selena Dawkins felt that there was a lot of resistance to the car sharing proposal initially, and that it has mainly been picked up by engineers and staff who are similarly 'well-established' at the factory.

- 9.23 Ms. A is a cost control manager, aged 25 – 34. She shares with another manager, who works similar hours to herself (0730 – 1630, no shift work). They share 2 – 4 times per week, and although they managed 5 days in a row once or twice, it is likely to remain at the lower level. They have learnt that they need to plan their work carefully on car share days – if only to avoid one car share partner waiting until 1900, as happened on one occasion, whilst the other completed a task that just had to be finished that day.
- 9.24 They live about 25 miles away, so she has noticed a cash saving, and that when her car share partner is off (e.g. on holiday), the fuel bill goes back up. Her car share partner drives to her house, and then they leave one car on her drive to avoid parking problems. This adds 10 minutes each way to her car share partner's journey. They take turns to drive their own car, and so no money changes hands.
- 9.25 She previously travelled by car, alone, and found out about the car sharing offer on the notice board and on a poster. However, they do not use the special parking area, as it is too much bother getting the security guard to lock and unlock the gate. They do not use the car sharing service to book trips.
- 9.26 Mr. B is an electrical engineer, aged 25 – 34. He shares 5 times per week with another work colleague, who also happens to be a good friend with whom he socialises at evenings and on weekends. They take turns to drive, one week on and one week off, and so no money changes hands.
- 9.27 He had already been thinking about car sharing before the firm started to promote it. He knew that he drove past his colleague's home every day. Nonetheless, he used to travel to work by car, alone, and was only prompted into finally switching to car sharing by the road show. He lives 10 miles away and has noticed that he is not filling up the fuel tank so often.
- 9.28 Besides financial savings, the special secure parking is very important to him (and probably more important than fuel savings), as he has an expensive car that he cherishes. He would prefer the firm to stick with the lock and the security guard holding the key. On occasion he car shares on leisure journeys, especially to motor sport events.

- 9.29 The only difficulty he has experienced has been the car share database system. The form was easy to complete, but then the system sent him a list of people that did not even work the same shift patterns.
- 9.30 Mr. C was a shop floor worker, aged 55 –64, who does not car share and was fairly certain that he never will. He travels about three miles, and works a Double Day shift system (one week he works 0600 – 1400, the next he works 1400 – 2200). He faces no parking problems when his is on an early shift, but when he is on a late, he has to arrive 20 minutes before he starts work in order to find a parking space. “I am not against car sharing, in principle. I value my independence”, he said.

Other General Issues

- 9.31 This case study verifies that car sharing is just like any transport system: it requires investment in staff time, marketing, promotion, administration, and links to associated travel planning measures, in order for it to flourish.

10 HALTON JOURNEY SHARE

General Background

- 10.1 Halton Borough Council (the Council) has set-up a Neighbourhood Travel Team (NTT) within its Transport Department. The NTT's remit is to develop transport solutions that help to counter social exclusion in Halton. The borough, which covers Runcorn and Widnes, is the 14th most deprived in the country. The NTT works in partnership with a range of organisations including JobCentrePlus, Halton College, local employers and others to provide personalised journey plans and information on a range of transport alternatives for residents and workers in Halton, often when they are at turning points in their lives.
- 10.2 The NTT has introduced Halton Journey Share specifically to help counter social exclusion. The Scheme was launched in May 2004. The scheme is open to residents and people who work in Halton. For the most part, Halton does not have major problems with shortages of car parking or congestion, with the one major exception of The Bridge. The latter crosses the Mersey, linking Widnes and Runcorn, and significant traffic congestion and delays are experienced on it on a regular basis.
- 10.3 Car ownership in the area is relatively low, and residents who are long-term unemployed do not have the in-work social networks that can provide access to lifts to work. The NTT wants to use the car sharing scheme to break down some of the barriers that prevent people getting into work by providing an alternative way of finding a lift, preferably whilst the person is at the Job Centre. Difficulty in getting to work is one of the major barriers that people cite when they decide not to apply for a particular job.
- 10.4 In addition to the benefits for job-seekers, the NTT also wants to help realise the opportunities to maximise the disposable income of Halton residents who are already in work. Jobs in the area are relatively low paid, with unskilled and low skilled manufacturing jobs, warehousing and call centres predominating. Halton residents also travel to work in Warrington, Chester and Liverpool. Sharing commuting journeys can provide the opportunity to save a substantial proportion of a low wage. In one case, a council office worker has estimated her annual savings to be more than £2,000, as car sharing has removed the need to purchase a second car in her household.

Operating Structure

- 10.5 The Halton Journey Share Scheme is operated by Liftshare. Residents have the following options:
- They can log onto the site via their own personal access to the Internet
 - They can fill in a paper-based form and return it to the NTT, who will then log onto the site on their behalf and keep them informed of progress on their matching
 - They can be matched on-line at Halton College, local libraries and other local venues that provide public access to the Internet.

- 10.6 The Council and The Heath Business and Technical Park (in Runcorn) have closed/private sites within the Halton Journey Share Site.
- 10.7 All closed/private groups can extend their search for car share partners to the public section of the Halton Journey Share site, if they are unable to find a suitable match with colleagues.
- 10.8 Halton College are considering having a closed site on the database for staff. Its main campus is located next door to the Council's Offices in Widnes and there is possibility here for sharing between College and Council employees. The College is only advertising the scheme to staff, as it is College policy to encourage students to travel by public transport.
- 10.9 The NTT has been in contact with another local employer, with 3,000 staff, who has expressed an interest in taking an active part and promoting the car sharing scheme in their workplace.

Impact and Effectiveness

- 10.10 The Scheme is in the early stages of development. The impact and effectiveness of the Scheme is very low, so far. Development is being hampered because the NTT feels unable to promote the Scheme as they are concerned about the equity and suitability of the current database.
- 10.11 The NTT is trying to persuade the database providers to make its site more user-friendly for people who have low levels of literacy. At present the site is difficult to navigate in places, includes questions that are probably unnecessary and could be seen as discriminatory. The NTT is concerned that the level of literacy required to fill in the form and use the website is relatively high, and includes information that requires a reading age above the national average.
- 10.12 The NTT is especially unhappy with the specific question about disability on the application form, which includes the following list of options:
- None
 - Deaf
 - Blind
 - Partially-sighted
 - Physical disability
 - Psychiatric disability
 - Speech disability.
- 10.13 The list of employment types listed on the form, which is not a compulsory question, appears to the NTT to be arbitrary and skewed towards identifying higher earning individuals (the type of questions typically used for segmented marketing purposes). Many residents in Halton are used to completing benefit-related forms, where all parts must be completed. The NTT is concerned that residents will not take note of the symbols indicating a question is optional, but will instead think they are obliged to fill in all of the sections.

- 10.14 The database website (as it currently stands) does not make it clear whether the information provided will be used for marketing purposes, although the Privacy Policy states that individual contact details will not be released (the site does not include a tick box stating that you do not wish your personal information to be released for marketing purposes).
- 10.15 For all of these reasons the NTT has not considered it appropriate to promote Halton Journey Share widely in its present form. The changes proposed to assist Halton residents would be likely to make the site easier and quicker to use for everyone.
- 10.16 If the car sharing scheme is to provide additional transport options for local people who are seeking employment, it is vital that local employers encourage their staff to take part in the car sharing scheme. It is also important that JobCentrePlus sees the work of the NTT as complementary to its own: both can help to place people in employment, so the Job Centre needs to encourage clients to ask for travel planning support when going to interviews and job placements. The links that the NTT forges with employers should help to open the door for job-seekers to get their foot on the employment ladder.

Successes / Failures

- 10.17 There is nothing of substance to report.

Supporting Measures / Alternative Approaches Considered

- 10.18 The NTT sees the car sharing scheme as one of the travel options they can offer to local residents. The scheme supports the mechanisms the NTT is using to promote sustainable and affordable travel in Halton.
- 10.19 The NTT helps individuals to choose the best travel option for particular journeys – through their individualised journey planning programme. This includes bespoke public transport information, support to access Joblink services (low cost minibus service to reach employment sites not served by public transport, funded by Merseytravel from a joint bid to DfT with Halton Borough Council), referral to Halton Community Transport for residents who need specialist accessible transport services or for women who need to use the Women's Safe Transport service at night, as well as information about the car sharing scheme.
- 10.20 The NTT works with employers, encouraging them to promote sustainable transport options for their staff, and assisting them with the development of travel plans and providing practical support with travel plan measures.
- 10.21 The NTT works in partnership with other service providers in Halton, such as JobCentre Plus, Halton College, Halton Primary Care Trust and other members of the Local Strategic Partnership, to identify transport problems that may be preventing people from accessing local services.
- 10.22 The NTT wants to extend the journey matching facility created by the car sharing scheme to cover other types of journey:
- Taxi sharing
 - Sharing journeys to healthcare

- ❑ Leisure journeys
- ❑ Cycling and walking buddies.

10.23 The Council is at an early stage with the development of its employee travel plan. The car sharing scheme has been promoted to staff but there has been very little take-up, with only 14 staff registering so far. There are no incentives to join the scheme. The Council does not charge for car parking and its Council Offices in Runcorn are at the Halton Lea shopping complex where there is ample free car parking available. The Council is not offering a “get you home guarantee” or any preferential parking areas. Therefore there are no additional incentives to encourage staff who already car share to register for the scheme.

10.24 There is a relatively high turnover of staff at the Council, with better qualified and more experienced staff traditionally going to Merseyside, Chester or Warrington. Human resources managers may be opposed to introducing measures that might be perceived by staff as a removal of privileges.

10.25 In addition, in common with most local authorities, some staff are entitled to essential car user allowances; if they do not claim at least 500 miles per annum, the allowance is automatically removed for the following year. This may act as a disincentive to car sharing.

Integration with Other Schemes

10.26 Halton Journey Share is a Halton-wide scheme. Members can also access the Liftshare national database. The car sharing scheme forms part of the travel plan measures for Halton Council and The Heath Business and Technical Park, and part of the NTT’s package of measure to counter social exclusion in Halton.

Marketing and Promotion

10.27 The Journey Share Scheme has had very limited marketing to date, mainly due to the difficulties identified earlier.

10.28 The scheme has been promoted to Halton Borough Council staff. All 5,000 staff received a leaflet with their payslips in May 2004. The take up has been low with only 14 staff registering for the scheme so far.

10.29 Halton Council have expressed strong concerns over the appropriateness of publicity material to promote national liftshare day, so much so that they refused to use it as part of any marketing campaign. The poster was considered inappropriate and counter-productive - worries about personal security rank high among the reasons given by women for not using car sharing, and it was considered that this poster strengthened rather than reduced this concern still further.

Financial Performance / Targets

10.30 Halton Share A Journey has a target of enlisting 150 new members in the first year.

Research and Development

10.31 The NTT was developed following recommendations in the Halton Links to Employment research undertaken in 2000 by Mott MacDonald and Richard Armitage Transport Consultancy. The research included extensive consultation with community groups, local employers, transport operators, local service providers and others to look at the barriers to employment and ways of overcoming those barriers. The introduction of a car sharing scheme as part of the NTT's work was included in the original recommendations. The research identified the problems facing long-term unemployed people, single parents seeking work to fit in with childcare responsibilities, disabled people, and people without access to a car. In most cases there was no single barrier to returning to work, but a series of inter-related issues that required solving to enable people to take the step back into the workplace. The aim of establishing the NTT was to identify and provide bespoke solutions to the transport element of the problem and work with other agencies to identify and implement solutions to recurrent problems.

10.32 The NTT has had some ongoing support from Richard Armitage Transport Consultancy, from Liftshare, and has also spent a day with a local marketing company. The NTT has found that commercial companies like Liftshare and the marketing company find it difficult to understand social inclusion and are challenged when required to develop marketing strategies that do not just concentrate on congestion issues and lack of car parking.

Support/Consultation

10.33 The NTT did not specifically go out to consultation on the car sharing scheme. The use of car sharing was discussed in principle during the Halton Links to Employment consultation.

10.34 In some local workplaces informal car sharing is already widely used. For example, in Runcorn, Tibbet and Britten undertook a survey in 2000 that showed that over 40% of their staff already shared their car journey to work, in many cases three or more workers travelling together. This company has a regular shift work pattern, staff travel from several local towns, and there is a culture of meeting in the staff canteen because of the nature of the work (so it is easy to arrange and rearrange car sharing journeys).

10.35 Car sharing was included as an option in the travel survey at The Heath Business and Technical Park. The Heath provides serviced office and laboratory accommodation, conference facilities and a range of support services for tenants' employees. The site is occupied by a range of businesses, from sole traders to large technical organisations. The Heath is working with the NTT to develop a travel plan for the site, and this includes a closed site within Halton Journey Share. The management company at the Heath has had some support from the Energy Efficiency Best Practice Programme to undertake a site wide staff travel habits survey and develop its travel plan, working in partnership with the Council.

User Perceptions

10.36 One user of the scheme estimates that she saves over £2,000 per annum, because car sharing means that her household does not have to own a second car. She car shares

approximately two weeks out of three and uses public transport for other journeys, where sharing is not a possibility.

10.37 Some users have expressed concern about the amount of personal information required to register for the scheme. This has especially been the case with Council staff who have seen other car sharing sites used by local authorities that only request minimal information.

10.38 One female employee of the Council said that she felt safer travelling by car with a colleague than she does travelling alone.

10.39 There is some reluctance amongst staff at the Council to register for the scheme. The introduction of the scheme nonetheless appears to have stimulated discussion in the workplace and may have increased the amount of informal car sharing taking place at the Council. The lack of incentives to car sharers means that it is less likely that informal car sharing arrangements will be registered, as there are no benefits to be gained from registration.

Other General Issues

10.40 One user of the scheme would like to see more national promotion of car sharing and an increased use of high occupancy vehicle lanes to encourage car sharing.

10.41 The NTT sees a need to develop marketing options that can promote car sharing in areas like Halton where the issues are transport costs and lack of access, rather than congestion and lack of car parking space.

11 NORFOLK COUNTY COUNCIL

General Background

- 11.1 Norfolk County Council is based in Norwich, on the outskirts of the City Centre. County Hall currently employs 1,855 staff, (with an additional 324 staff employed in nearby Carrow House). These are primarily office-based staff.
- 11.2 As part of its corporate commitment, Norfolk County Council established a travel plan in 2001, following extensive staff consultation (primarily staff surveys on travel habits and attitudes). Whilst the travel plan covers a range of measures, a particular focus was placed upon the possibility for car sharing, recognising:
- the rural nature of the staff catchment areas (with low levels of direct public transport access)
 - A reasonable degree of staff concentrations within surrounding villages and towns (as demonstrated in the GIS staff postcode plots, correlated with a stated preference to car share)
 - The ability to deliver the scheme without significant cost implications
 - The location of the County Hall site being on the outskirts of the city centre.
- 11.3 The car share scheme for the County Council and City Council staff (private group) was launched as a joint initiative between the City and County Council in November 2002.

Operating Structure

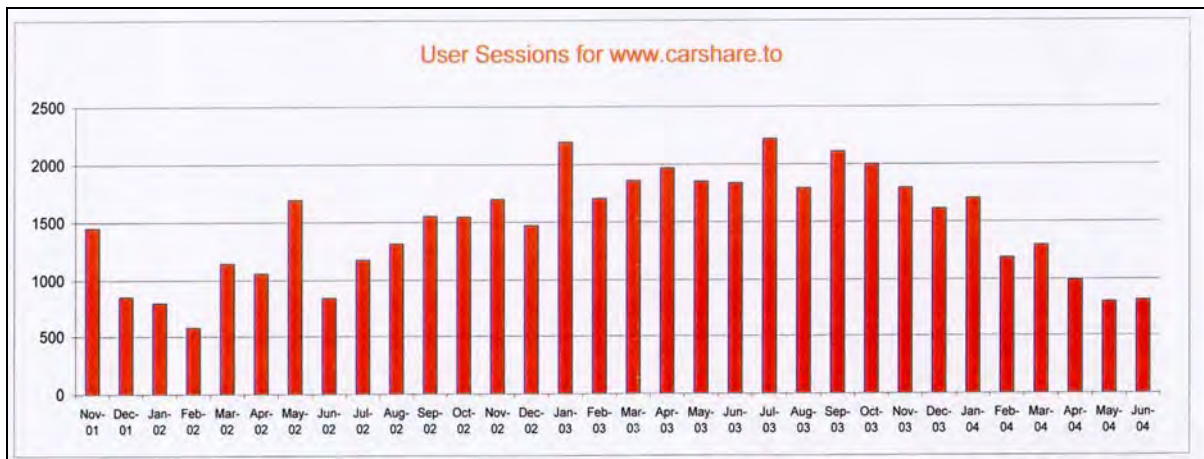
- 11.4 The car share scheme is a joint initiative with the City Council, offering members to jointly share with staff from either organisation, with the aim of widening travel choice. The scheme is administered by Liftshare.com. A dedicated private group was established to members of the City and County Councils within the parent web-site called www.carshare.to. The choice of name was determined jointly by the City and County Councils so as to not place emphasis on any one particular organisation.
- 11.5 Staff have direct access to the www.carshare.to homepage (from where the private group is accessed) direct from their PC's (if they have access), and register their general details and preferences (e.g. home location, gender, working hours, working location and specific car share requirements).
- 11.6 A car share coordinator provides on-going assistance to staff, and ensures the scheme is managed effectively. The coordinator provides feedback to the system developers (Liftshare.com) to improve the scheme in response to staff issues raised. The car share coordinator is also the business travel plan coordinator, and spends approximately 1 hour per week on car share issues.

Impact and Effectiveness

11.7 The scheme has proven to be popular amongst staff, with 846 users registered (compared to 648 in 2003. Staff surveys undertaken in 1999 (prior to the car share launch), showed the following mode split figures:

Single Occupant Car	67%
Multi Occupant Car	18%
Cycle / Walk	11%
Public Transport	4%

11.8 Unfortunately no follow-up surveys have been undertaken (and it is not possible to determine take-up through the software), hence it is not possible to accurately determine levels of usage as a result of the car share scheme. Levels of access are available for the www.carshare.to website (which covers the wider car sharing scheme across the County). These show that the site is accessed on average every 15 minutes (across an average month). Whilst access levels generally rose in 2002 / 2003, the levels of access have declined since September 2003 (see graph below):



Successes / Failures

11.9 The scheme has been considered successful by Norfolk County Council despite the lack of real incentives. The scheme offers no financial gain (other than the travel cost savings), nor preferential parking privileges. The success of the scheme is attributed to the promotion and marketing of the scheme amongst staff, alongside the wider travel plan objectives. In particular the car sharing ‘coffee mornings / lunches’ have proven to be a particular successful tool in converting potential matches into ‘real trips’, with the face-to-face contact being considered to be a very important aspect. The ‘Frequently Asked Questions’ section of the website is easy to access, and covers all possible areas / issues. Hence, there has not been a significant burden placed upon the coordinator to answer standard queries. The financial summary on the web-site is a useful means of providing background to the likely savings that staff might obtain as a result of regular car sharing activity. The flexi-time

offered by the County Council has enabled staff to more easily match with a wider range of car share partners.

- 11.10 With regard publicity, a particular success has been identified through the radio adverts, with increases in web-site activity in parallel with the timing of the interviews. Paper advertising including posters and leaflets, as well as some press coverage, has also helped.
- 11.11 On the negative side, the scheme suffers from a lack of specific incentives. As such it relies upon the voluntary adoption of car sharing, hence places a great emphasis on the marketing of the environmental and financial gains to staff. Whilst this has attracted many users, the introduction of 'carrots' and, in particular 'sticks', would clearly increase support (for example car park charges with exemptions for sharers, dedicated spaces for sharers, or financial incentives for sharing). The car parks at County Hall are managed by an external organisation, and as such their have been difficulties is agreeing how the car parks will be better managed to promote car sharing.
- 11.12 In addition, the use of www.carshare.to has caused confusion amongst some staff members (the word to, two and 2), and for some members, the uncertainty of transferring between www.carshare.to and www.liftshare.com has raised some concerns. Whilst the scheme integrates well between the City and County Councils, the core hours of the two organisations do not match (16:00 for the County and 16:15 for the City), and hence compatibility of sharers between the two organisations is limited.
- 11.13 The early introduction of the scheme resulted in initial problems of match compatibility (i.e. not within close geographic areas), although these issues have since been addressed by the system supplier Liftshare.com.
- 11.14 It is also not possible to easily monitor actual usage levels (the database records registrations, but does not reflect matches and usage), hence additional annual travel surveys are required to record changes in mode split (which will also incorporate changes as a result of other measures within the travel plan).

Supporting Measures / Alternative Approaches Considered

- 11.15 County Hall benefits from a wider range of supporting measures, including:
- ❑ On-site cycle parking, showers, lockers and changing facilities
 - ❑ A regular shuttle bus to/from the City Centre
 - ❑ A direct bus service from a Park and Ride site
 - ❑ Travel information widely available at both the reception and on the Intranet
- 11.16 The car share scheme itself does not currently have a guaranteed ride home scheme, although this is something that the Travel Plan Co-ordinator would be working towards. In addition to the 'Frequently Asked Questions', the scheme also provides users with a pro-forma letter to send to their insurance company informing them of their intention to car share, and that no financial gain will be made over and above running costs.

11.17 County Hall also has a car park 'rota system', whereby staff are not allowed to bring their cars to County Hall on one day each month (staff are allocated a specific day, and this is identified on the car park pass displayed in the car windscreen). This seeks to reduce overall car use, and persuades car drivers to share on their 'rota' day, with the long term view of changing travel habits accordingly. Whilst this has proven successful, there have been some problems of enforcement, in particular the staff time required to check passes.

Integration with Other Schemes

11.18 The scheme is an integral part of the wider Norfolk car share scheme, and as such provides a greater opportunity for sharing amongst other employers. The scheme is promoted by the County Council amongst local businesses, recognising that a greater number of members within the region, will likely result in a higher level of matching. The scheme also enables matching for special events through the national Liftshare.com network.

Marketing and Promotion

11.19 The scheme is marketed through a number of means, including:

- Posters
- E-mail alerts
- Road shows at regional events (covering Norfolk County Staff plus others)
- Press releases
- Newsletters
- Radio Adverts
- Coffee Mornings / car share lunches

11.20 In particular the car share coordinator has indicated that the latter of these is particularly important in providing face to face contact, and this is re-enforced by the users of the scheme that have used the meetings to formalise arrangements and ensure partners are compatible.

11.21 Examples of publicity material are shown right:



Financial Performance / Targets

11.22 The costs for the scheme comprise the following:

Scheme Component	Estimated Cost (per year)
Start-up including software	£7,200 (one off cost)
Marketing and Promotion	£1,000-10,000 per year (variable). It is recognised that more should be done in this area, but staff time is the major constraint.
Staff Time	Approx. 15 (days per year)
On-going software license costs	£2,200 per year
Incentives	£0 at present

11.23 Norfolk County Council does not have any specific targets for the car share scheme amongst its own staff (although they are considering such targets in the next LTP).

Research and Development

11.24 The scheme is continuing to develop, with on-going improvements to the software and scheme promotional activities. Software developments include improved matching (including the use of ‘on-route matches’) undertaken by Liftshare.com, and improved communications between potential partners. The County Council are looking to establish dedicated car sharing bays within the car park as a result of direct feedback from users. They are also looking at the possibility of incentives (including additional leave), and identifying a means of promoting car sharing more widely through the recruitment package and car park management (i.e. consider how new starters are allocated spaces). This will be looked at as part of the wider Travel Plan.

Support/Consultation

11.25 The scheme was established based on the findings of the staff travel survey, undertaken as part of the travel plan research. No specific user consultation was carried out prior to the launch of the scheme, nor has any specific consultation been carried out since (other than the follow up travel plan surveys). However, the scheme does encourage user feedback, and this has resulted in direct software and support improvements, including an improved matching capability, and improved response times to e-mail requests. The scheme also provides a direct ‘hotline’ (phone number) to the scheme provider, which is available to all users.

User Perceptions

11.26 The users provided a mixed reaction to the car share scheme. Two of the users interviewed had found compatible matches (despite some early difficulties / lack of response), and were regular car sharers as a result (one of these car shared with a colleague from the City

Council, dropping them off at County Hall on the way into the City). The two users that car shared had set up payment systems as follows:

- ❑ User 1 (approx. 25 miles): £3 a day return
- ❑ User 2 (approx. 10 miles): £1 per one-way trip (equivalent bus trip = £1.50)

11.27 The first of these users had previously travelled by car, and the second had previously travelled by bus. Both had used the scheme to find partners. User 1 had met her partner through the car share lunch, whilst User 2 had used the software only.

11.28 The third user did not car share despite efforts to find a partner. They felt that more could be done to add a personal perspective (i.e. an appointed coordinator), but recognised that this would add costs to the scheme. They were disappointed that a match had not been found, and suggested that the County Council do more to promote uptake, particularly with regard new recruits (incentives offered as part of the recruitment package).

11.29 In all cases, users recognised the costs savings associated with car sharing, and all had a strong belief in the environmental gains. Users had generally found car share partners to be friendly, with the longer term sharing partners having many common pastimes (and this had resulted in the long term commitment to share). All users expressed some concerns over the difficulty of being matched with an inappropriate partner (i.e. different tastes / likes), but felt that the questions asked upon registration covered a good range of issues to filter this out. It was suggested that more could be done however, such as an initial 3 day trial period, after which partners could separate without having to provide excuses which could be difficult (one user had been let down by a potential partner in their work team the day before they were due to share, and this had caused some friction between them).

11.30 All users felt that there was much more scope to develop car sharing further (both for the work journey and other trips), and felt that as congestion and parking problems got worse locally, then the opportunities for car sharing would increase significantly.

Other General Issues

11.31 Despite good take-up of the car sharing scheme, the car share coordinator recognises that more can be done to increase take-up rates. In particular, the scheme currently provides little incentive to car share, and work is underway to see how the scheme can be modified to provide a direct gain for users. Given the rural location of Norfolk, and the dominance of Norwich, car sharing is seen as a valuable tool in promoting accessibility in rural areas. As part of the second LTP, Norfolk will be examining how car sharing can be better promoted and integrated into conventional rural public transport service planning.

11.32 In summary, the key lessons are:

- ❑ Good levels of take-up despite the lack of incentives
- ❑ Low cost to set-up and administer
- ❑ Integrates well with wider car sharing scheme covering Norfolk and other employers
- ❑ Works alongside a package of measures promoted through the corporate travel plan

- ❑ For the user the scheme is simple to register, and provides good background through the FAQ's (in particular the standard letter for insurance purposes is a useful addition)
- ❑ Needs constant resource to promote – time is more important than money to keep pushing the message

12 SOMERSET CAR SHARE SCHEME

General Background

- 12.1 It response to concerns about rising traffic levels, and conscious that it needed to lead by example, Somerset County Council (SCC) set up a travel plan working group several years ago. It appointed a member of staff – the interviewee, Craig Lamberton, who was contracted from WS Atkins at the time – as a staff travel coordinator about five years ago. Craig’s post became funded by the DfT, under the travel plan officer bursary scheme, although his remit was widened to include facilitating the development of travel plans among organisations throughout the County. When the DfT funding ceased, at a time when SCC faced budget and staff cuts, Craig’s responsibilities were broadened and the time he can devote to travel planning alone has decreased.
- 12.2 The idea for a county-wide car share scheme was mooted in the summer of 2001, and launched in June 2002. It was prompted by an acknowledged need to supplement the relatively sparse public transport that services this predominantly rural county. SCC commissioned Jambusters, at a cost of around £37,000, to develop and refine software to meet the project objectives of enabling companies to join a car share scheme, allowing their employees to access the car share database, while retaining SCC as the overall scheme administrator.

Operating Structure

- 12.3 Somerset Car Share Scheme is open to any business or organisation in the County, including educational establishments – such as colleges of further education. Members can elect to join an ‘open’ scheme, where their staff can search for sharers from other organisations; or a ‘closed’ scheme, where staff search for sharers only from among their own colleagues. To date, all member organisations have chosen open membership, for the obvious advantage that it broadens the pool of potential sharers.
- 12.4 Craig Lamberton administers the Somerset Car Share Scheme among SCC employees. Other organisations that join the scheme appoint their own administrator, although Craig provides an overarching level of support and administration at a County level.
- 12.5 Organisations pay an initial joining cost based on the number of staff/students who require access to the database. As SCC commissioned Jambusters to develop software which the IT company can now sell to other organisations, the local authority negotiated reduced fees for members of its scheme. The Somerset cost structure is summarised in the table below.

Number of employees	Cost to employer
0 to 50	£100
51 to 100	£150
101 to 150	£200

Number of employees	Cost to employer
151 to 250	£250
251 to 500	£350
501 to 1,000	£750
1,000 to 2,500	£1,250
2,500 plus	£1,500

12.6 The cost of joining a comparable car share scheme outside Somerset is given in the table below. Note, that Somerset has a cost structure that does not penalise smaller organisations, which represent the vast majority of employers in the County.

Number of employees	Cost to employer
0 to 1,000	£1,800
1,001 to 2,000	£2,750
2,001 to 3,000	£3,650
3,001 to 4,000	£4,500
4,001 to 5,000	£5,300
5,001 to 6,000	£6,050
6,001 to 7,000	£6,750
7,001 to 8,000	£7,400
8,001 to 9,000	£8,000
9,001 to 10,000	£8,750
10,001 plus	£9,450

12.7 In addition to the joining fee, members of the Somerset Car Share Scheme pay an annual licence fee of £75 (waived in the case on non-profit making bodies). This is much lower than that charged to members of comparable schemes in other areas, who are typically charged an annual fee of 33% of joining costs (subject to a minimum charge of £900 excluding VAT).

12.8 Once an organisation has joined the scheme and gained access to the computerised database, it's staff register an interest via the web site www.somersetcarsharescheme.co.uk Once their status as an employee of a scheme member organisation has been validated they are issued with a user name and password by the administrator, and are asked to complete a car share profile. This will inform others about their home/work locations, preferred travelling times, days they would like to share, personal preferences re smoking

and the gender of car sharers, and whether they want to be a driver, passenger or both. The database then provides a list of potential car share partners, including work contact details. Individuals are free to select and contact the most compatible and establish a car share arrangement. The web site and supporting literature provide guidelines on car share etiquette.

12.9 Database searches can be confined to those living/working within a specified radius, and those with compatible start/finish times. If no appropriate matches are found, the search can be broadened to a wider geographical area, more flexible start/finish times, or those living/working en route.

12.10 Both scheme members interviewed said that they knew their car share partners personally before they initiated a sharing arrangement. One went on to comment: "If I didn't know the person I'd be sharing with I'd have to insist on a trial period. I don't think the database provides enough personal information on registered individuals, but I can also appreciate there are data protection issues at stake here."

Impact and Effectiveness

12.11 Within a month or so of its establishment in 2002, 140 individuals had registered with the database. A year later this figure had grown to 210, and currently stands at 320. There are now 15 member organisations, representing a total of 30,000 staff and students – and potential car sharers. Members represent a range of enterprises, although the majority are public sector. A 'parent' member organisation, e.g. a primary care trust, may have staff dispersed throughout a number of work sites/sub-organisations. Two-thirds of those listed on the database are SCC employees. However, not all of those listed are currently in car share arrangements. Craig provided the following figures about active sharers:

- ❑ 40 share five days a week
- ❑ 15 share between two and four days a week
- ❑ two share once a week

12.12 However, the figures above are almost certainly an underestimate of the real level of car sharing as they relate only to those registered with the database who have indicated to the system administrator that they are actively car sharing. Those who have found car share partners outside the system, and those who have joined the system but have – for whatever reason – not registered that they are sharing, are omitted from these figures. Craig also provided the following information about the effect on commuter travel patterns among SCC staff of the introduction of the car share scheme:

Mode	Before	After
Single occupancy car	60%	53%
Multi occupancy car	6%	15%
Cycle	9%	8%
Walk	15%	15%
Bus	7%	6%
Other	3%	3%

12.13 Of note, the two scheme users interviewed had both been used to car sharing prior to the launch of the official project. They commented that in a rural areas like Somerset, with relatively poor public transport, there is generally greater development of informal car sharing arrangements.

Successes / Failures

12.14 Key successes:

- One of the Somerset Car Share Scheme members, Taunton and Somerset NHS Trust with 3,500 employees, started with an allocation of 12 parking spaces for car sharers. The scheme has been so popular that the Trust is now considering increasing the allocation to 100 spaces, located in a more secure area.

12.15 Teething problems

- Somerset College of Art and Technology (SCAT) joined the scheme in response to a planning condition, but has not really embraced the spirit of the initiative. For example, it will not issue its students with an organisation-linked email address, which they need to access the database, arguing that ‘it is too complicated’. (The use of personal email addresses is not permitted as this would make it very difficult to police the scheme, and ensure it is used only by those affiliated to paid-up member organisations.)
- The amount of time needed to market and administer the scheme, and support member organisations, has been greater than SCC anticipated. Together with County Council spending/staff cuts, this has resulted in the scheme being under-resourced, and not yet developed to its full potential.
- Member organisations are asked to nominate an individual, who is trained by Craig Lamberton to administer the car share scheme within that organisation. Larger members can have a variety of sub-organisations, which may be difficult to penetrate. As a result car sharing activity among sub-organisations is often very limited. Also, some of the nominated administrators are not experienced at marketing and promotion, so car sharing among members of organisations other than the County Council is not particularly high.

- ❑ Individuals who find car share partners via the web site may remove their details from the database, unless there is an incentive for them to keep registered, as they perceive it has served its purpose and they don't want to be bothered by other share enquiries. Incentives are not provided by many member organisations aside from SCC, which provides dedicated car parking for registered car sharers in an area where parking is in short supply. Deregistration of drivers who have found lift share partners makes it difficult to use the database as an accurate measure of the level of car sharing in Somerset.
- ❑ One of the scheme users complained that there was occasionally some abuse of the car park spaces: "You sometimes get the police parking in them, as they share the same car park."

Supporting Measures / Alternative Approaches Considered

12.16 SCC provides the following measures to encourage car sharing:

- ❑ 25 dedicated car share parking spaces (from a limited stock), the number of which will be expanded if demand increases. Drivers have to share at least two days a week to be given a space.
- ❑ Drivers who lose their car share partners are given a period of grace to find another before access to their dedicated parking space is removed.
- ❑ Guaranteed ride home in an emergency.
- ❑ Flexitime to enable employees greater choice in commuting options, including establishing car share arrangements.

12.17 The majority of other Somerset Car Share Scheme member organisations do not offer the same variety of incentives. Specifically, those with no shortage of parking cannot use dedicated spaces as an incentive to start car sharing among the reticent.

Integration with Other Schemes

12.18 Somerset Car Share Scheme represents, essentially, a county-wide integration of individual organisations' car share initiatives. In covering the development costs, marketing the scheme, enabling pooling of database lists, and providing overarching administration, support and mentoring to members, SCC has encouraged much greater take-up of car sharing in the County than would have been the case had it been left to individual organisations to pursue it alone.

Marketing and Promotion

12.19 SCC has employed the following marketing tools, at a cost of around £5,000, in its promotion of the Somerset Car Share Scheme:

- ❑ A CD explaining the benefits of the scheme, and how it works, for both organisations and individuals
- ❑ A booklet, again explaining how the scheme works and the arguments for getting involved

- ❑ Window stickers
- ❑ Posters
- ❑ Fliers
- ❑ Bookmarks
- ❑ Mouse mats
- ❑ Mug mats
- ❑ Information, often used on the above five measures, about the personal (particularly the financial) benefits of car sharing
- ❑ A web site
- ❑ A mobile display, which is loaned to companies and used at appropriate events
- ❑ A dedicated logo



12.20 One of the scheme members interviewed commented that he considered the balance of information and promotion about right. “There’s posters all over the building, which means you can’t help but be aware of the scheme. But at the same time it’s not rammed down your throat, which I think would be counter-productive. People know that it’s there if they need it, but there’s no great pressure to buy into it.”

Financial Performance / Targets

12.21 Somerset Car Share Scheme has not been set any targets to date, in part as it was a fairly novel idea when it was first introduced and there was little in the way of ‘benchmark’ targets. However, now it is well established, and car sharing is gaining currency nationally, there are plans to set targets for the scheme in Somerset in the County’s next LTP.



12.22 SCC pays Jambusters £2,500 per annum to administer the web site. Once an organisation has joined the scheme, it should also pay Jambusters an annual membership fee of £75 (referred to above under ‘Operating Structure’).

12.23 In addition to the annual membership fees, organisations pay a one-off joining fee, on an escalating scale based on the number of employees/students/potential database members (again, referred to above under ‘Operating Structure’). Discussions have recently been held between SCC and Jambusters to negotiate lower joining and membership fees for smaller companies, of which there are a high proportion in Somerset. The first membership category is currently 0-50 employees, so those with five employees pay the same as those with 50. Jambusters have actively sought to reduce costs for these smaller organisations.

Research and Development

- 12.24 Following a number of enquiries, SCC plans to open a web portal for the general public to join the Somerset Car Share Scheme. However, individuals will only be able to access details of other members of the public who have joined, and not those of people who have joined through organisations. *“As employers don’t want to have to deal with any mad members of the public!”*
- 12.25 An additional member of staff has recently been appointed by Somerset County Council to work on the car share scheme two days per week, assisting Craig Lamberton who has other responsibilities in addition to scheme administrator. Their task will be to help develop and grow the scheme, and to support existing members.

Support / Consultation

- 12.26 As overall scheme administrator, Craig Lamberton provides a degree of support to member organisations, in turn they appoint their own administrators that provide support for individuals who join the database.

“I seem to spend a good deal of time spoon-feeding organisations”, commented Craig Lamberton. “I’ll have a lot of contact with a company before it signs up, then I need to train the appointed administrator to both sell the scheme to staff and students, and deal with day-to-day queries from that organisations’ members. In some cases, I have had to return three or four times before they’ve got the hang of it.”

User Perceptions

- 12.27 Below is a sample of the views of the scheme users who were interviewed.

“To be honest I think most SCC employees who join the scheme do so primarily to gain a parking permit.”

“I think Craig does a really good job as scheme administrator. He keeps people informed of new developments, and if we ever have a question or problem he’s on the case straight away. It helps to have an understanding person in this role, rather than a jobs-worth.”

“Having to re-register every quarter is a bit of a pain. I understand why we have to do it, to weed out those who aren’t sharing any more and reclaim their parking permits. But I think once every six months would be frequent enough.”

“A lot of those working in the SCC highways and transport department are actually now employed by WS Atkins. We’ve got an agency agreement. However Atkins staff, many of whom are ex-SCC employees, can’t be the permit holder in a car share group. They have to find an SCC worker to lead the group and apply for a permit – like me, and I can’t drive!”

“My car share partner drives all the time, as I can’t drive and in any case I work part-time. However, he won’t even let me contribute to petrol costs. He’s a family friend, he doesn’t have to go out of his way to pick me up/drop me off, and I entitle him to a free parking space at work.”

13 CHESTER BUSINESS PARK

General Background

- 13.1 The Chester Business Park is on the A483 approximately 2 miles south of Chester city centre and within 0.5 miles from the junction with the A55. It is close to Chester South Park and Ride. Bus links to the city centre and rail station, direct from the Business Park are good, every 15 minutes before 9.00 a.m. and every 10 minutes after 10.00 a.m. The journey time from the station is approximately 15 minutes.
- 13.2 The Park was built to emulate US-style business parks. It is on the edge of town, close to major road networks, with wide boulevards for car access, plenty of green space, limited pedestrian routes and little thought for public transport use. The Park currently has 7,500 employees working for 25 different companies. This is projected to increase to 12,000 employees by 2007. MBNA Europe Bank and Marks and Spencers Money are the two largest employers on the Park.
- 13.3 The main drivers for introducing travel planning and car sharing have been:
- Congestion – it was taking 30 minutes to get on to the A55.
 - Parking – land costs, car parking building costs, and planning restrictions on parking.
- 13.4 The Park has its own travel plan initiative: Smartways. It works with other companies on site to develop public transport offers, and is trying to launch a park-wide car share scheme – so far only 6 employees have signed up. MBNA and M&S have their own successful in-house schemes, with 40% of staff car sharing, and these are described below.

14 MBNA EUROPE, CHESTER BUSINESS PARK

General Background

- 14.1 MBNA Europe operates a comprehensive Company Travel Plan marketed as ClearWays, organised by three full-time staff and two temporary staff. This includes car sharing, assistance with cycle and motorcycle purchase, cycle parking, and company buses. In addition, MBNA offers financial incentives for all staff who do not travel to work by car, driver alone. ClearWays was launched in the UK in 1995, by which time it was already in place on the company's USA sites. The car sharing element was included in 1998.
- 14.2 At the global level, the main motivation for the scheme is: "To reduce traffic in and out of MBNA locations and thereby reduce vehicle emissions during peak times." However, at its Chester site, the company's motivation for developing the scheme so comprehensively and doggedly was to be seen as being an environmentally responsible employer and be able to continue to extend the business there, despite the limited car parking facilities.
- 14.3 MBNA operates ClearWays in London, Chester, Dublin, Carrick Fergus, Madrid and in the USA.
- 14.4 At Chester, MBNA Europe started with 750 staff in 1995, but now employs 4,500 permanent staff and 700 temporary staff. All staff are eligible to join the ClearWays scheme.
- 14.5 The introduction of the car sharing scheme has allowed MBNA to continue to expand in its chosen location. It has reduced potential congestion on the link to the A55, which has now had some highways improvements to reduce congestion problems. Prior to these changes, it could take 30 minutes to travel the half mile from the Business Park to the A55. However, the planned expansion of the Business Park will almost double the number of staff on site.

Operating Structure

- 14.6 The car sharing scheme is currently managed in-house using an Excel sheet and manual matching. MBNA has looked at all of the commercial car sharing software and third party internet matching schemes. However, the company has a strict security policy covering computing systems. It was estimated that using a third party scheme would take two years and considerable consultancy time to clear the strict vetting procedures and its subsequent embedding into the existing MBNA systems. Therefore MBNA has opted to develop its own in-house intranet-based system, which should be up and running from October 2004.
- 14.7 The MBNA car sharing scheme only serves its own staff, as the success of the programme internally has taken considerable management resource and the administration to further expand the scheme would be too time consuming for the perceived benefit at this stage.
- 14.8 Car sharers at MBNA are guaranteed a car parking space, whilst drivers who travel alone are not. Areas of the car park are designated for car sharing staff only, and the amount of space available for solo car users diminishes each year. All staff at MBNA have free

parking. The company operates a 'get you home guarantee' for staff using any mode other than driver alone.

- 14.9 The company operates financial incentives for all staff who travel by any mode besides car, driver alone. The staff are allocated a point for each day they use a travel alternative, including car sharing. When they have collected 30 points, they are credited with £20 into their salary. Thereafter, they are credited with £90 for every 120 points they collect.

Impact and Effectiveness

- 14.10 There are now 4,880 car share members; 12 months ago there were 3,322 and 24 months ago there were 2,494. The use of car sharing is in line with the overall staff ratios: 41% of staff are male, 59% are female. MBNA does not ask detailed questions about age, but 81% of staff are over 25 with 19% under 25.

Successes / Failures

- 14.11 It has been more difficult to engage staff who worked at MBNA before the company expanded, as they remember the days when car parking was freely available and resent the push towards car sharing. Getting the communication right is crucial. There are still some staff who view the car as their own personal space and there has been some concern about mixing smokers with non-smokers, *en route* to work.
- 14.12 Sharing personal information has not been a problem for staff. But this would have been more tricky if the car sharing scheme had covered the whole Business Park. The ClearWays Scheme is discussed during job interviews. However, it is felt some interviewees are put off by the lack of parking, experienced first hand if they come by car to the interview.

Supporting Measures / Alternative Approaches Considered

- 14.13 The success of MBNA's travel planning has been down to the dogged determination of the ClearWays team. Besides car sharing, which has been the most successful measure, video-conferencing facilities are available and there are pool cars on site, keeping the company car fleet to a minimum. MBNA also provides free works buses from locations where there are clusters of staff. Staff are offered 0% loans for cycles and motorcycles, with showers and lockers for cyclists, and there are financial incentives for all staff who do not travel to work by car, driver alone. The most important reason to join the car sharing scheme is the lack of parking space on-site, in which context the guaranteed parking spaces for car sharers are a firm winner.
- 14.14 Individual travel costs have been reduced significantly. As part of the promotion of the car sharing scheme, MBNA looked at cost savings on journeys from Wrexham and Manchester and the estimated savings on petrol costs alone were between £200 and £500 per annum. In marketing terms, the financial incentives (described earlier) offered to car sharers are based on the cost of car tax.

- 14.15 Staff participation levels in the ClearWays Scheme are included in the targets to be met by departmental managers, whose bonuses depend on the number of staff taking an active part in the travel plan. This has ensured that the culture within the company is supportive of all sustainable travel modes. Senior managers champion ClearWays: the current CEO cycles to work, the previous CEO shared a car with another colleague. The car park for heads of department and other managers is the one furthest away from the entrance. MBNA's marketing team assists with the design and production of ClearWays leaflets and posters.

Integration with Other Schemes

- 14.16 Whilst MBNA has been successful with its own staff, there are security concerns about extending it out to other users on the Business Park. The likely gain in car share matches for MBNA is seen as minimal. As a bank, it is especially concerned to ensure the integrity of its computer system and it is very wary of opening up its system to outside users or encouraging staff to access external websites from work.

Marketing and Promotion

- 14.17 Car sharing has been marketed in a variety of ways, including posters, desk drops of leaflets (so that they are on the desk in the morning), targeted e-mails and weekly e-mail alerts, posters, and membership invitations. The company has also used post code cafés, with free coffee for staff who sign up from particular post code areas. The ClearWays team has regular slots at departmental meetings to promote the scheme and also has a slot during the induction process, so that staff are introduced to ClearWays on the first day at work. The ClearWays team is looking at ways to send information out to staff before they start work, so that they are offered an alternative to sole car use from the very first day. The team has had more success in attracting new staff to the scheme than with existing staff, who remember the time when car parking was more freely available on site.
- 14.18 MBNA has tried lots of different ways to market the scheme. Blanket e-mails and constant marketing is less successful than targeted e-mails and focussed weeks of marketing ClearWays. Launches are not a problem, but the hard work is maintaining interest over time. MBNA has recently appointed a Marketing Manager to the ClearWays team.

Financial Performance / Targets

- 14.19 The car sharing element of the Clearways Scheme was launched in 1998. Prior to this, 88% of staff travelled to work by car, driver alone. The first staff travel habits survey in 1998, shortly after the carshare scheme was launched showed (figures have been rounded):

Mode of travel	1998	2003
Car, single occupant	70%	38%
Car, more than one occupant	21%	48%
Bus	3%	6%
Bicycle & motorbike	3%	5%
On foot	1%	1%
Train	<1%	2%

- 14.20 The ClearWays team collects information on staff travel on a daily basis, but does not ask how many times each week the staff car share. However, everyday 63% of staff at MBNA qualify for points on the scheme, that is, they do not travel to work by car, driver alone.
- 14.21 The major task now is to maintain the current levels of participation in the ClearWays Scheme and to look at ways to extend sustainable travel choices to staff. The introduction of the free company buses has been expensive, but MBNA needs to ensure that they can continue to function effectively from the Chester site. Staff modal split targets are based on managing within the existing car parking constraints. In 2004, this has translated into targets – which have already been exceeded – of 47% for car sharing, 9% public transport, 3% cycling and 1% walking, with 60% of staff taking part in the ClearWays Scheme.

Research and Development

- 14.22 MBNA has looked at introducing car parking charges, but the company is concerned that it would have to charge extremely high rates to make further inroads into the solo driver group. If it is decided to introduce car parking charges, they will be related directly to staff income.
- 14.23 MBNA is going to extend its scheme to provide more segregated parking for shift workers, who often find it hard to park when they arrive for work. MBNA has already used the GIS mapping of staff postcodes provided by Cheshire County Council to identify areas where a works bus could be used, and is looking to provide more free works buses. The ClearWays team is hoping that the new intranet system will be able to match car sharers more quickly.

Support/Consultation

- 14.24 MBNA has received external support from Cheshire County Council, who have provided assistance with writing an effective travel plan, GIS mapping of staff post codes, and general advice. The only input they had from consultants was a travel plan drawn up by consultants employed by the US arm of the company. This plan was not acceptable to City Council planners and had not been developed in partnership with the Chester MBNA

Clearways team. Initially the ClearWays Scheme was provided as a company template without consultation with UK staff. During the implementation process, consultation with staff has been ongoing with annual staff surveys, attendance at departmental meetings and focus group work.

User Perceptions

- 14.25 No car sharers or other staff were interviewed (as this site was not on the selected list for case studies).

Other General Issues

- 14.26 The ClearWays team believes it has been very successful in reducing car use as the firm has grown. The main issue for MBNA is that the current benefits in kind taxation regime works against the government guidance on travel plans and local authority development control requirements for less parking per employee. As an employer, MBNA is working within this regime, and has achieved considerable success in reducing car travel by its staff, but there are no rewards for achievement. But it is concerned that its efforts are not rewarded with more support from the local planning authority (Chester City Council), in terms of allowing some extra parking. MBNA is currently trying to negotiate the use of Park & Ride sites for staff working at the Business Park, so that staff living to the north of Chester, can use the Chester Zoo Park & Ride rather than drive through the centre of Chester at rush hour.

15 MARKS AND SPENCERS MONEY, CHESTER BUSINESS PARK

- 15.1 The first staff travel habits survey was conducted in 1998, with assistance from Cheshire County Council. This support was crucial.
- 15.2 The M&S Money Commuter Policy was introduced in 1999 and contained four key areas for action, based on survey findings:
 - ❑ Lunchtime bus service to city centre;
 - ❑ Car share scheme;
 - ❑ Cycling/motorcycle improvements (showers, lockers, parking);
 - ❑ Public transport initiative.
- 15.3 The subsidised lunch-time bus service into the city allows 40 minutes in the centre and was extended to support the car share scheme. The majority of workers at M&S Money are women.
- 15.4 The car sharing scheme operates with software purchased from Entec, now Intrinsic. 300 staff registered in the first month and 220 were matched.

Staff and parking	1999	2003
Staff numbers	1400	2000
Parking spaces	922	922
Car sharers	300 (21%)	800 (40%)

- 15.5 Annual costs of travel plan measures:
 - ❑ Car share £35,000
 - ❑ Lunchtime bus £12,000
 - ❑ Benefits in Kind Tax £15,000
 - ❑ Total: £62,000
- 15.6 Set up costs (capital):
 - ❑ Car share £15,000
 - ❑ Cycle and motorcycle support measures £20,000
 - ❑ Total: £35,000.
- 15.7 M&S money total expenditure on travel planning to date: £350,000.

16 ORANGE

General Background

- 16.1 Orange are a worldwide communications company with offices in 18 countries. Orange have 44 sites (this is in addition to over 250 retail outlets). Orange employs 13,000 people nationwide in these 44 sites. All office staff have access to a PC.
- 16.2 Orange, together with NetFM, has developed and implemented a journey sharing system, called a2b, which caters for all modes of travel i.e. car, bike, walk, train etc. The system was launched in April 2004.
- 16.3 There were 2 main motivations for developing the journey sharing scheme:-
- To ease car parking pressure and local congestion (issue raised by staff and management)
 - To improve the environmental performance of Orange against one of its identified environmental impacts.

Operating Structure

- 16.4 The journey sharing database, implemented by Orange in conjunction with NetFM, is available to all office based staff. The system helps to match up staff who want to share their journey, for example car sharing, but also assisting pedestrians and cyclists to find buddies with whom they can make the journey to work with, for example 2 pedestrians may want to make the journey together for safety reasons.
- 16.5 To access the journey share system and database, employees must enter their employee number and their surname. This then leads to an automatic link to the Human Resources database, which holds the home address of all staff. The software works by taking the user who has signed in through to an OS map of the area where they live, for example Bristol. The location of the user will be shown on the OS map by a special icon. The icon will be in the shape of the mode of transport used by that employee to get to work, for example, a car. The OS map will also show the location of the Orange building / office, represented by a coloured icon. The colour of the user icon will be the same colour as the building icon that they work at. The OS map shows the location of other staff living near to the user who is logged in. Staff who live in the area but may work at a different building will have a different coloured icon.
- 16.6 The a2b scheme can be used for commuting journeys and business journeys. Should an employee have to travel to Birmingham on the spur of the moment, he / she can text (SMS) into the a2b system offering a list. Anybody else who has texted into the scheme with the same journey requirement or others who are logged onto the system at the same time can make arrangements to travel together.

Impact and Effectiveness

- 16.7 560 people are currently registered on the a2b scheme. The scheme was originally set up because approximately 2% of the workforce had wanted to have access to such a scheme. However the scheme now needs to reach other employees. Due to these circumstances, the scheme has been limited in its effectiveness in all areas for example, reducing car use and impacting upon local congestion.
- 16.8 Key barriers to success are employee attitude and awareness of the scheme. Employees tend to be concerned about the environment and support the principle of sharing however, they want someone else to do it. It is quite likely that this mind set is wide spread. Provision of personal information and data protection has also been a key concern of many employees. Another key barrier has been the building of a business case for the scheme.
- 16.9 Perceptual barriers were held by line managers who thought that car sharing would lead to inflexibility of staff hours. Overtime is not uncommon and car sharing may prevent staff staying a little longer as their car share partner would be waiting for them.
- 16.10 The a2b scheme does not require a car share coordinator although administration of the system is required.

Successes / Failures

- 16.11 The a2b journey share system uses an interesting piece of software. Despite this, take up of the scheme so far has been relatively low.
- 16.12 There is no formal monitoring system for the recording of actual journey sharing in place at Orange, however the incentive of winning the prize draw helps to encourage staff to log their journey details.

Supporting Measures / Alternative Approaches Considered

- 16.13 There is a lack of supporting measures in place within the Orange scheme however, the company do provide a get you home guarantee. Emphasis is placed on providing staff with information on cost savings and helping to reduce their environmental impact.

Integration with Other Schemes

- 16.14 The a2b journey share system is a fundamental tool for all of the Orange site specific travel plans.

Marketing and Promotion

- 16.15 The front end of the journey share system that is accessed through the intranet is branded in the style of other internal communications, which ensures consistency of the Orange brand (colouring and font). However, the journey share facility also has it's own brand and logo detailed immediately below.



16.16 The a2b matching system is promoted through the intranet, within which there is a prominent news article that frequently promotes its use. Pre launch messages were posted on the intranet, for example “a2b to be launched in 5 days” whilst regular articles informing employees of the scheme are regularly posted. Menu holders and table tops are also utilised to raise awareness of the scheme by emphasising three main messages that are associated with journey sharing:

- Saving people money
- Reducing their impact on the environment
- Less time spent on travelling to work

16.17 Staff who log their travel details are entered into a monthly prize draw. Journey details can be entered at any time. Each time an employee logs their journey share details they are entered into the prize draw. Therefore the higher the number of times that staff log their journey details, the higher the chance of winning the prize. The prize on offer is a £15 HMV voucher.

Financial Performance / Targets

16.18 Orange have no formalised targets for their journey sharing scheme.

Research and Development

16.19 The a2b journey sharing scheme is still fairly new however development of the scheme is ongoing. Orange is looking to provide preferential parking spaces for car sharers and is looking to include promotional literature in recruitment packages.

16.20 The limited success of the scheme indicates that there is a need to engage other staff in journey sharing.

Support/Consultation

16.21 The consultant who worked to implement the scheme (not employed in this post anymore) consulted with peers from other companies and the Local Authority.

Other General Issues

16.22 To increase the level of car and journey sharing, awareness needs to be increased amongst staff together with a clear explanation of the benefits to employees.

16.23 In the future to encourage more staff to share journeys, an increase / improvement in the benefits awarded to participating staff may be necessary.

17 SCOTTISH COURAGE

General Background

- 17.1 Scottish Courage currently employs 650 people at the South Gyle office. In 2003 the central Edinburgh office was closed down as the company decided to consolidate office accommodation in Edinburgh. 250 staff were relocated to the South Gyle office. The South Gyle site accommodates only 280 car parking spaces, therefore the company had to devise a way to handle the excess demand for parking.

Operating Structure

- 17.2 Private group purchased from Liftshare. The scheme is internet based. The car share scheme is 'operated' by the Facilities and Security department. Car share groups are allocated their own numbered space and issued with a permit.

Impact and Effectiveness

- 17.3 Failure was not an option. The scheme is seen to have been 'pretty good' in helping to reduce car use
- 17.4 An increase in on street parking near the site has been noted.
- 17.5 A key barrier to the success was the special pleading by employees as everyone had a reason why they should get their own space.
- 17.6 Perceptual barriers by individuals encountered included the main issues of being stranded at work, emergencies and childcare. It helped that people were given time to think through their options and also knowing that the scheme was compulsory.

Successes / Failures

- 17.7 Senior people publicly backed the scheme and shared cars whilst no executive parking spaces were made available.
- 17.8 As far as the promoters are aware, the provision of personal information did not cause any barriers to uptake.
- 17.9 Scheme too new to provide any before / after figures.

Supporting Measures / Alternative Approaches Considered

- 17.10 Get you home guarantee and information on cost savings.
- 17.11 Other alternatives considered and rejected for various reasons included:
- Restricted days
 - Incentivise people not to bring cars to work
 - Paid for parking

- ❑ Team parking
- ❑ Build additional parking
- ❑ Park and ride
- ❑ Supply company scooters
- ❑ Bus people from town
- ❑ Door to door buses

Integration with Other Schemes

17.12 Private group on Liftshare that is not linked to any other car sharing scheme. There are no plans to expand the scheme to other employers in the vicinity.

Marketing and Promotion

17.13 The scheme has been marketed by two main methods – e-mail alerts and a presentation given to all line managers. The presentation was created by the working party and given to all line managers in order for them to pass on the information to all those employees reporting to them.

17.14 Key measures to promote the scheme have been a get you home guarantee and information on cost savings.

17.15 The marketing strategy has been reasonably successful. Advertising was not necessary to promote the scheme as the scheme was compulsory. Instead the marketing strategy was used to reduce ill feeling about the car share scheme.

Other General Issues

17.16 The promoter believes that car share lanes may help to promote car sharing nationally and that car sharing could be an effective tool in increasing accessibility in rural areas.

17.17 The promoter feels that the key trigger for encouraging car sharing is making it the only option though even then, people will park anywhere.

18 OUR CAR YOUR CAR: COLNE VALLEY CAR CLUB

General background

- 18.1 The idea of developing a car club in the Colne Valley was put forward in 2001. The initial motivation for developing the scheme was environmental, related to concerns about local congestion and pollution. There had been a noticeable increase in second car ownership in the area, in part related to changing patterns of settlement. The area is increasingly popular with people who work in Leeds or Manchester, as house prices are lower than in the cities, the setting is relatively rural, and there are good direct rail and bus links into Leeds, Huddersfield and Manchester.
- 18.2 Ourcaryourcar operates in the Upper Colne Valley area, with cars located in Slaithwaite and Marsden. It was formally launched on 29th March 2003. The Club has 34 members, up from 10 members 12 months ago. The membership is mixed, 57% female and 43% male. However, where families join the scheme, the Coordinator reports that the woman is more likely to be the prime mover.
- 18.3 The Club has three Vauxhall cars in Slaithwaite: a Corsa, a Zafira and an Astra Estate. These cars are parked in a public house car park close to the centre of Slaithwaite. Parking is provided free-of-charge by the landlord. A second Corsa is located in Marsden. The majority of members live in Slaithwaite, but some travel into Slaithwaite by bus from nearby villages to use the cars.

Operating structure

- 18.4 The Club is managed by the Penistone Line Partnership (PLP), which employs Hazel Bonner, the Club's Coordinator. Hazel manages the day-to-day running of the scheme and its marketing. She provides induction services for members and deals with most of the problems that arise on the ground. The bookings can be made by telephone, on the internet and by using the in-car computer system (Drive-IT technology provided by Smart Moves Limited).
- 18.5 PLP, which deals with the Club's funding applications and general financial management, is a not-for-profit company that actively promotes rural and sustainable transport projects. It is a voluntary organisation which supports and promotes community involvement along the Huddersfield to Sheffield railway line.
- 18.6 Hazel has an on-call role for members and often exceeds the 20 hours per week she is contracted to work. The balance of Hazel's workload has changed over time: at first it was 75% marketing, with 25% administrative tasks associated with the membership. This has shifted to 75% administration and 25% marketing. Hazel believes a 50:50 balance would be preferable.
- 18.7 The demands placed on the Coordinator are many and varied. The role requires excellent interpersonal and communications skills, a good eye for marketing at every level from developing and designing effective leaflets to negotiating advertising space in local shops,

the ability to explain and demonstrate the IT system to members, administration skills, reporting to funding bodies, undertaking interviews with press and media, encouraging members to take part in media interviews, working in partnership with local authority officers and others, and patience and persistence when enrolling new members. It is extremely difficult to find and recruit employees of this calibre, particularly when the job is part-time and on a fixed-term contract basis.

- 18.8 The Club has a high level of user involvement. Its Steering Group consists of eight members, and there are regular members' social gatherings. Some members help with marketing and promotion by assisting with leafleting and cooperating with publicity drives in the local and national press and on local and national radio. More experienced members also provide a buddying system, helping new members get used to the in-car IT and providing internet access for bookings for new members who do not have their own home computer. There is a strong sense of member ownership of the Club, and active members find it a valuable asset, as it makes pay-as-you-go multi-modal travel possible. There is also some evidence of car sharing using car club vehicles, where members share the car to take their children to social activities outside the village.
- 18.9 The Club offers household membership, as well as individual membership. This was commented on by an interviewee. The option of household membership was the deciding factor when her household was debating whether to join; subsequently the family car has been sold.
- 18.10 Mileage is monitored using a combination of the Drive-IT system and the manual log that is kept in each car, which members are required to complete each time they use a car.

Impact and effectiveness

- 18.11 The impact on weekly mileage for individual families has been significant. In the case of one family, who gave up their only car on joining the Club, their car use reduced from 150-200 miles per week to 40-50 miles per week. The family is now more likely to share car journeys and makes greater use of walking and public transport. They also reported a greater degree of social integration within their community: they had recently moved to the area, and now have a number of new friends as a direct result of car club membership.
- 18.12 Most Club members have either reduced the number of cars owned by their household, or have decided not to buy a second car. Although none of the members reported a significant reduction in congestion in the area due to the Club, they did mention their own relief at not having to worry about finding an on-road car parking space or having their car damaged as a result of on-street parking. All reported an increase in on-street parking in the last few years as a result of more households running more than one car.

18.13 Usage levels for the Club are as follows:

5 or more times per week	0 members
2-4 times per week	4 members
Once per week	8 members
1-3 times per month	8 members
Less than once a month	9 members

18.14 The Club’s founder members were more interested in the environmental aspects of the scheme, and helped to promote the Club, but this group tends not to use the cars very much. At least three of the initial members joined to support the club, but do not use the cars at all. Members who joined later, after the scheme was established, tend to have joined for personal financial reasons. For example, they are retired and their car is coming to the end of its life, they have had problems with parking locally, they have changed their work pattern and no longer need a car for commuting. Members who have joined for financial reasons tend to use the cars more frequently. Marketing now concentrates on the practical, personal benefits of car club membership, with existing members talking about how they use the cars. It also stresses the no-hassle element of car club use.

18.15 The patterns of usage vary. Some members use the Club’s vehicles for business purposes such as visiting clients and delivering goods. Others use the Club for those journeys that are more difficult to make by public transport, such as church attendance, evening social clubs, shopping and visiting relatives. Discussion with users about their travel choices show that the hierarchy of travel choice for these car club members is significantly different from car owners: Club members walk wherever possible, use public transport and only book a car club car or a taxi for awkward journeys or when public transport is not available or suitable. Cycling was not mentioned, although it should be noted that Slaithwaite and Marsden are in the Pennines.

Successes and failures

18.16 All of the members and the Coordinator feel that the Club has been a success. Their major concern was the short-term funding arrangement to cover the scheme’s overheads and operating losses.

18.17 One early problem was the location of the Zafira. It was parked in a part of Marsden identified by the feasibility study as a key area for people likely to be interested in a car club. Despite the car being well located, none of the prospective members materialised, so after a few months it was relocated to Slaithwaite. Slaithwaite members commented on the advantage of having three types of vehicle available: being able to choose the right vehicle for the journey is seen as a distinct advantage a car club has over car ownership.

18.18 Another key issue was the lack of money for marketing the club. Marketing has always had to be done on a shoestring, or time has to be spent finding additional financial or in-kind

support for marketing the scheme. Hazel thought the first set of leaflets to market the Club were poor. To overcome this Hazel negotiated in-kind support from Kirklees Council to design and print new marketing materials.

18.19 The Coordinator and the Steering Group have been imaginative in their marketing and promotion. In particular the Club applied for funding of £2,000 for a schools' project during Green Transport Week. The funding was used to employ local artists to work with schools in Slaithwaite on an arts project related to greener travel options. Hazel Bonner, the Coordinator, attended school assemblies, explaining how car clubs worked and how they reduced the number of car journeys made by members. This helped to publicise the car club and encourage local children to think about the impact of their family's travel on the local environment.

Supporting measures and alternative approaches considered

18.20 The Club has been unable to develop a range of supporting measures, for example public transport discounts for club members. They have approached Metro, which is not interested in working with such a small organisation.

18.21 Ourcaryourcar has adopted a supportive team approach to membership. Members support one another during the early stages. They also have social gatherings such as Fundays, and get together for a meal at Christmas. The Club has given newcomers to the area an opportunity to meet other people, and some members share the car club car for some journeys. There was evidence during the interviews of existing car club members nurturing potential new members who are considering making the change from car ownership to car club membership. There appears to be a community development approach to car clubs in Slaithwaite, that has promoted social cohesion. Whilst this may not suit urban areas, it appears to be working here to gradually build up a core of car club members in the area. This aspect is well developed in Slaithwaite, but has not been developed in Marsden yet.

Integration with other schemes

18.22 The Club is managed by the Penistone Line Partnership and it has been working with the Rural Transport Partnership Officer, Travelwise, and the Highways team at Kirklees Council. They have established links with the local taxi operator. Hazel puts a taxi business card in the Club's joiners pack and the taxi operator has promotional literature and posters about the Club in his office. Hazel has tried to develop links with bus operators, to persuade them to develop public transport offers for Club members, but this effort has been to no avail.

18.23 The Club operates independently and there are currently no reciprocal links with other car clubs. Membership is open to anyone, but cars must always be returned to their base in Marsden or Slaithwaite.

18.24 The PLP and the Coordinator are trying to identify options for continuation of funding for the Coordinator's post. At present they are looking into providing an individualised journey planning system, and extending the Club to cover a wider area. They feel there is an urgent need to identify further funding for the coordination of the scheme as the current level of usage and membership will not support a Coordinator or meet all operating costs.

Marketing and promotion

- 18.25 Most types of marketing and promotion have been used by ourcaryourcar. Hazel has had articles in the local press, on local and national radio as well as traditional leaflets, posters, Fundays, and launch meetings. She has attended meetings of most local groups, asking for a short slot to explain about the Club and even walks round Slaithwaite in a T-shirt with an "Ask me about Car Clubs" logo.
- 18.26 The Club has been promoted in local schools, through assemblies and Green Transport Week activities, harnessing "pester power".
- 18.27 The Club is also promoted by the local taxi operator, who puts posters in his office window and postcards promoting the scheme in the waiting area. The operator was sceptical about the Club to begin with, thinking that it would compete for trade. Hazel has been able to demonstrate that car club members use local taxis more often than car owners.
- 18.28 Members promote the scheme by word-of-mouth and this has proved to be very effective. Hazel has noticed a significant time-lag from the initial contact with potential members to the final signing up. One recently signed-up member was on the initial contact list drawn up by the feasibility study team over two years ago. It is not unusual for the time-lag to be between 6 months and a year. This might be because car ownership is a long-term commitment, with a high initial investment and relatively low marginal costs. There are key points when a car owner reconsiders his or her car requirements:
- Existing car is getting old and becoming costly to maintain.
 - Change in employment:
 - Leading to the loss of a company car; and/or
 - Removing the need to commute by car; or
 - Leading to retirement from work, and the need to restructure the household budget.
 - Moving house:
 - From an urban to a rural area, so a second car may need to be considered; and/or
 - From a location that requires lots of car use to one that requires far less car use, or vice versa.
 - Changes in family or household circumstances leading to more or less car use (e.g. when children are born and when they leave home).
- 18.29 At these key times, a car club can offer a realistic alternative to car ownership.
- 18.30 There was some discussion with members and the coordinator about the promotion of car clubs nationally and the need to put the idea into the mainstream. ourcaryourcar has done a lot of work locally to promote the Club through the local press and radio. However, members were keen to see some kind of national promotion of car clubs and some positive placement in mainstream TV and radio. For example, the introduction of a Wheels to Work Scheme in

The Archers (on Radio 4) demonstrated it is now a “mainstream” idea. Hazel has links with the local radio and TV companies and has some support from individual journalists. This is mainly on the news and current affairs front. Hazel suggested that discussion of this type of scheme on a daytime chat show or inclusion of a car sharing family in a reality TV series would stimulate more interest in car clubs than articles in the Guardian or local press.

Financial performance and targets

18.31 The Club’s income to date has consisted of a mix of grants and operational revenue. Its income and expenditure to date are shown overleaf.

<i>Our Car Your Car DfT</i>	<i>01/04/03- 31/03/04</i>	<i>01/04/04 to 31/7/04</i>
<i>Income</i>		
Kirklees CWI Grant	£10,948.63	£7,250.57
Countryside Agency	£34,645.58	£19,952.01
Revenue from users		
Membership	£2,085.00	£2,039.00
Hour	£3,647.00	£2,304.50
Mileage	£1,160.00	£1,174.08
	£52,486.21	£32,720.16
In addition there has been support from KMC highways in kind to the value of say £1500 form printing in their in-house printers		
<i>Expenditure</i>		
<i>Capital</i>		
Building work required on parking places	£698.54	
Cost of parking place security posts		
Bike Box		
Child Seats	£56.00	
Drive IT equipment	£4,666.42	
Drive IT equipment fitting charges	£479.00	
Computer & printer	£1,597.53	
Home Office Equipment	£296.92	
Stationery	£62.98	
	£7,857.39	
<i>Operating</i>		
Leases & Insurance	£18,757.00	£5,358.00
Drive IT	£918.00	£507.98
Fuel	£1,309.00	£918.71
Small Damage Fund	£1,970.00	£640.00
PLP costs	£1,776.00	£444.00
Other costs	£148.00	
	£24,878.00	£7,868.69
<i>Development</i>		
Workers Salary inc NI	£12,814.00	£4,274.00
Publicity	£798.00	
Office Costs	£1,284.00	£463.00
Travel	£423.00	£149.00
Admin costs	£729.00	
Other costs	£164.00	
Training	£479.00	
	£16,691.00	£4,886.00
Total costs	£49,426.39	£12,754.69
Income less Expenditure:	£3,059.82	£19,965.47

18.32 Charging rates are as follows:

Individual annual membership fee (including sole traders)	£90
Household membership fee (2 adults/joint membership)	£90
Community Group membership fee	£90
Business (for profit)	£200
One-off registration (fee per driver)	£25
Hourly rate (all vehicles, discount daily and weekend rates apply)	£2
Mileage charge (includes fuel)	12p-15p per mile

18.33 The Club operates an easy payment arrangement for Kirklees Priority Passport holders, for households on low income.

18.34 The Club is now able to cover the leasing and running costs of the cars and the external IT support from Drive-IT and Smart Moves. It cannot cover the salary costs for the Coordinator. The initial target was to become sustainable by March 2005 and to expand the Club into other areas. There has been interest in having a car club in Holmfirth and Meltham, but so far the necessary investment to get it going has not been available.

18.35 The Club has exceeded the utilisation targets set by the feasibility study, but has not quite met the membership targets. At present there are a number of potential members who are about to sign up.

18.36 The Club is hoping to put all payments onto Direct Debit. It is also wanting the Drive-IT billing information to be improved and for the time-lag between the end of a month and the arrival of the billing information to be improved. It is understood that the operator, Smart Moves, is as unhappy about these problems as the Club, and intends to significantly upgrade the billing system over the next few months.

Research and development

18.37 The funding for a car club feasibility study was applied for by the Colne Valley Trust, and supported by their development worker. This study was undertaken by Huddersfield University with the support of CarPlus. The study team ran public meetings and interviewed residents at local rail stations and in local villages, taking contact details from interested residents. The contacts made during this process provided a contacts database for the Coordinator, who started work six weeks before the planned launch of the Club.

Support and consultation

18.38 The Club has received in-kind marketing support from Kirklees Council, training and peer-to-peer networking support from CarPlus, and management support from Penistone Line Partnership. On the ground, members have provided assistance with the marketing effort,

whilst a local publican has provided free parking for three of the Club's cars in his pub car park.



User perceptions

18.39 Four Club members were interviewed. They were all very supportive of the Club. They all believed it offered good value-for-money and had reduced their overall expenditure on travel costs. All of them reported greater use of walking and public transport. The option to choose the right kind of transport for each journey was seen as a real advantage. For some, the move away from car ownership was a surprisingly life-enhancing experience, resulting in less stress, improvements in family life and more community involvement.

18.40 There were comments about the public perception of car clubs. The confusion between car clubs and car sharing was seen as a problem, leading some potential members to ignore all of the car club publicity because they assume it is to do with car sharing.

18.41 The assumption that car clubs are for green activists and are in some way a second-class form of car use was also seen as a hurdle. For these reasons the group believed that the Club needed to provide good quality cars, a high quality service and be marketed as an aspirational choice. Most members thought the choice of cars locally was good and covered their needs.

18.42 The main advantages of car club membership was seen as:

- ❑ The right car for each journey: the Astra estate car for a trip to IKEA; the Zafira for a family day out; and the Corsa for evening meetings.
- ❑ Access to a car without the hassle of ownership.
- ❑ The ability to choose other forms of transport besides the car for many journeys, because the home transport budget has not already been spent on the car.
- ❑ More journeys on foot, as you are not tempted to get into the car for a short journey just because it is there.

- ❑ Reduced expenditure on travel overall.
- ❑ No worries about on-street parking, no arguments with neighbours and no damage to your car.

18.43 These members already understood and supported the thinking behind car clubs, and were concerned about local congestion and environmental issues. Despite this, the prospect of not having access to a car, was the major barrier to giving up their second car or their only household car. The availability of the car club has allowed them to make the change and reduce their car mileage overall.

18.44 The problems that members had with the Club were seen as minor. Two of the interviewees had experienced some difficulties with the in-car technology and the internet when they first joined, in particular, failing to log off correctly and problems accessing the web-based Drive-IT booking system. One family has members with an allergy to dogs and cats and would like either a ban on dogs in the cars or that dogs can only be carried if they sit on a blanket that should be removed by the owner at the end of the journey. This family has had to valet the car on several occasions when they have used the car after one particular dog owner.

18.45 Club members were concerned that the target for financial viability in 2005 was unrealistic, especially when they compared it with the slow growth experienced by rural car clubs in other parts of Europe. The development in Colne Valley has been heavily dependent on the enthusiasm and skills of the local Coordinator, supported by active Club members. It would be unrealistic to expect an individual volunteer or group of volunteers to undertake the workload or to have the necessary skills mix to undertake the Coordinator's role.

18.46 One member put forward the view that in rural areas the public transport system was often poor or non-existent in the evenings and on Sundays and that services at these times were heavily subsidised by the local authority. Subsidising the development and running of a car club in these areas could be cost-effective, as car club members make more use of existing public transport and local people would not necessarily have to own a car just to make evening and weekend journeys and those journeys that require interchange.

Other general issues

18.47 One user raised the issue of using a car club car for work-related evening meetings. This user would like to be able to reclaim the cost from the NHS, his employer, but no mechanism exists for him to do this at present. This family also raised the point that if government-funded bodies used car club cars as pool cars, this could increase utilisation of the vehicles and make them more commercially viable in rural areas. Options put forward for increasing usage were for social services staff and for the cars to be used as voluntary car scheme vehicles taking patients to GP surgeries.

18.48 Cultural attachment to cars was also raised as an issue, with examples of local residents who did not use their car very often, but felt the need to have a high-value car that reflected their status. There was some discussion about whether some car clubs, particularly those in urban areas, would attract more members if some high-status cars were included in the fleet, or whether the cost would act as a deterrent.

18.49 Members were keen to see car clubs in the UK develop along similar lines to those in Europe, with the option to use a car club car at either end of a long distance journey or whilst on holiday in another area.

Discussion of the Issues

18.50 Ourcaryourcar has reduced the number of car journey miles each member makes per week and, in the case of the members who were interviewed, reduced their household expenditure on transport, and particularly their expenditure on the private car. These changes are beneficial to the individuals, and if replicated across the country they have the potential to be beneficial to the community, in terms of reducing car parking pressure, traffic congestion, and pollution levels, whilst increasing disposable incomes in families.

18.51 They have not, however, resulted in the development of a sustainable business model for rural car clubs.

18.52 As members have to pay individually for each journey they make by private car, they only use the car for essential journeys that cannot be made by other means or are extremely inconvenient to make using public transport. Therefore the number of journeys car club members make by car is far smaller than the number of journeys made by car owners. With a relatively low membership per car (about 8 members per car), the result is a low level of utilisation of car club cars in the Colne Valley.

18.53 It is well known that car owners rarely consider the real costs of owning and running their car, referring instead to petrol costs, or at most, to petrol, insurance and car tax costs. They tend to ignore repairs, depreciation, servicing, maintenance, garaging and parking costs. This makes potential car club members balk at annual membership fees and what they at first perceive to be the high hourly and mileage rates. These charges are in fact set at an extremely low level, when considering the level of service available in the Colne Valley:

- three different car types are available
- utilisation rates are so low, that even when they make a last-minute booking, users are rarely unable to book the car of their choice.

18.54 Ourcaryourcar is currently operating as though it is a mutual organisation, in other words, a group of people have come together to arrange to purchase goods or services jointly and share the benefits of those goods or services. At present the members are not taking on any of the risks of purchase, nor are they sharing the actual costs of providing the service. In effect, the service they are using is being subsidised by fund-raising and grants.

18.55 In Colne Valley, at local and neighbourhood level, the organisation and communication within the user group and with the community is excellent. The paradox is that this is not leading to sufficient activity or utilisation of the vehicles to make the Club financially viable in the long term.

18.56 Ourcaryourcar's options for survival include:

Short term:

- ❑ Reduce the number of cars in Slaithwaite to reflect utilisation rates.
- ❑ Set targets for increasing utilisation of the Marsden car and if these are not reached, remove it.
- ❑ Improve billing systems and credit control.

Long term:

- ❑ Members to set up a locally-based mutual organisation and bear the real costs.
- ❑ Switch to a set of privately-organised joint ownership agreements for the cars, starting with clusters of existing members.
- ❑ Go for a low-cost, low-tech community run car club, staffed by volunteers.
- ❑ Build car clubs into the Local Transport Plan, in rural areas, as a service provision and be prepared to subsidise the schemes. Operation and management through a one-stop shop based in a market town or village.
- ❑ Build in increased utilisation by operating a car club in conjunction with a voluntary car scheme for local health, social and shopping journeys working in partnership with the Primary Care Trust and the local voluntary and community sector.

19 MOORCAR

General Background

19.1 Moorcar is a not-for-profit community car share scheme, run by a co-operative called Ashburton Co-operative Transport Ltd, the first rural-based car share scheme in the UK. It was conceived during spring 2001 by a local environmental consultant, Gerard Cooper. He had first-hand exposure to the transport challenges facing people living in this rural area with limited public transport. Many families are not affluent, and cannot afford to run more than one car. Gerard encouraged a number of local residents and community figures to form a co-operative, which secured funding from the Shell Better Britain Campaign to commission a feasibility study into a car club for Ashburton. This was carried out by a research fellow from Exeter University, whose broad conclusions were: "I'm not sure that this is going to work, but it's worth having a go". On the strength of this, the co-operative went on to secure £45,000 Countryside Agency funding, and a £12,000 SEED grant to establish the car club. The funding applications focussed primarily on increasing accessibility to disadvantaged groups, but at the same time on reducing overall car use by a target 10%.

Operating Structure

19.2 Membership is open to anyone, although the location of the cars (two in Ashburton, one in Buckfastleigh, and one in Totnes) means that it is most accessible to people living in and around those three communities. Publicity material states that Moorcar is particularly relevant to those who:

- Currently own a car, but would prefer not to
- Have a second (or third!) car and would like to be able to sell one of them
- Occasionally need access to a car for private or business use, but do not need to own one
- Have a small car, but occasionally would like to access a larger vehicle.

19.3 Individuals who wish to join the car club pay an annual membership fee, and a £50 returnable deposit. For a period of about 18 months after the launch of the scheme in October 2002 the annual fee was at a promotional introductory rate of £10, but has recently risen to £150. Additional eligible family/household members can join for an annual fee of £50 each. Individuals can also join Moorcar for a trial three-month period, at a cost of £12.50 per month.

19.4 Scheme members book vehicles over the internet – using their membership ID and password – or by phone during office hours. The part-time co-ordinator will check vehicle availability and book the vehicle for an enquirer. Those new to the system are given an induction session by the co-ordinator (currently Jeremy Farr). Members are given security codes that enable them to access the car key safes (wall-mounted boxes) in the vicinity of designated car club vehicle parking bays. A paper trip record sheet is kept in each car, into which users are asked to enter information such as their name, start and finish times,

mileage, and any fuel paid for. The system is self-policing as the next member to use the vehicle will check that all details have been recorded properly.



Dedicated parking bays for Moorcar vehicles in Buckfastleigh (photos courtesy of www.kasstzam.com)

- 19.5 Vehicles are available 24 hours a day, seven days a week. There are two small and two large vehicles, to satisfy different users' needs: a SEAT Arosa, a Vauxhall Corsa automatic (both small cars); and two seven-seaters, a Vauxhall Zafira and a VW Sharan. The web site provides photos and a brief description of each vehicle. The hire charge of any booking depends on the choice of vehicle. The Corsa and Arosa are charged at £1 for the first three hours, £1.50 for the next three hours rising to £2.00 for all subsequent hours of the booking. Or by the day for £20 from 7am to 7am the next day. The Zafira and Sharan are charged at £1.50 for the first three hours, £2.00 for the next three hours rising to £2.50 for all subsequent hours of your booking. Or by the day for £25 from 7am to 7am the next day. The minimum hire period is one hour and increments of 30 minutes thereafter. In addition to the hourly hire costs, drivers are charged for the mileage they do in Moorcar vehicles: the charges are currently 20p per mile in the Zafira and Sharan, and 14p per mile in the Corsa and Arosa. Drivers are asked to refuel the vehicles as necessary, the cost of which is deducted from their monthly Moorcar bill.
- 19.6 There is a 'low user' membership category: the annual fee is reduced to £50; and hire rates are £1 for the first three hours, thereafter £4.50 per hour.



Two of the Moorcar vehicles, which are all now branded with the distinctive silver and green livery: a SEAT Arosa [top] and a VW Sharan [below] (photos courtesy of www.kasztzam.com)

Impact and Effectiveness

19.7 There are currently 30 Moorcar members. This has grown from 12 a year ago, and two when the scheme was launched in October 2002. The gender of members is evenly split between male and female. The age range is as follows:

- 17-24=0% (insurance does not permit members under the age of 23); 25-34=3% (1); 35-44=6% (2); 45-54=76% (22); 55-64=12% (4); 65+=3% (1).

19.8 Member records show the following pattern of use of Moorcar vehicles:

- Five or more times per week=0; 2-4 times per week=1; once per week=5; 1-3 times per month=5; less than once per month=19.

19.9 Over the life of the scheme there has been significant fluctuations in the level of vehicle use, illustrated in the table below. This seems, not surprisingly, to be linked to some extent to the number of cars available for hire.

Month	Number of vehicles	Hires	Hours	Miles
April 2003	1	7	29	434
May 2003	1	7	54	353
June 2003	1	4	27	481
July 2003	1	12	55	636
August 2003	1	10	131	1111
September 2003	1	13	174	1019
October 003	2	5	17	98
November 2003	2	7	32	234
December 2003	2	15	99	1079
January 2004	2	33	218	2243
February 2003	2	23	301	1638
March 2004	3	20	619	3185
April 2004	4	41	324	2652
May 2004	4	23	114	872
June 2003	4	25	82	623

Successes / Failures

19.10 Key successes:

- At least two Moorcar members have relinquished their private vehicles since joining the scheme.
- One member interviewed commented that Moorcar membership has enabled him to avoid purchasing a second household vehicle.
- The potential of Moorcar to offer a valuable service to socially marginal groups in rural communities is gradually being recognised.

19.11 Teething problems

- There was some initial difficulty securing convenient parking spaces for Moorcar vehicles in Ashburton, near the centre of this small town where they could be easily accessed by local residents. The plan was to secure a couple of spaces in the central

pay and display car park. This was resisted by the town council who felt that local residents, many of whom don't have private parking themselves, would feel resentful. Moorcar was, however, offered two spaces at a nearby sheltered housing development, where car parking was underutilised. This area is occasionally prone to illegal parking by tourists, although the local traffic warden is sympathetic towards Moorcar if this occurs and car club vehicles are temporarily parked in adjacent areas.

- ❑ The social profile of the three towns covered by Moorcar – Ashburton, Totnes and Buckfastleigh – are slightly different. Buckfastleigh, in particular, has relatively high levels of social deprivation. Jeremy Farr approached the Sure Start project in this town, hoping to reach (single) parents with no/limited car access. It was a wasted effort, as Sure Start appeared to be going through a period of internal difficulties. However, Jeremy has since found a sympathetic ear within another parent support organisation, and has come to appreciate that both timing, and finding the right contact, are crucial in securing the interest of potential car club member groups.

Supporting Measures / Alternative Approaches Considered

19.12 Below is a summary of the supporting services offered to Moorcar members, that are not mentioned elsewhere.

- ❑ Nationwide breakdown and recovery service.
- ❑ Access to a local members-only ride-share scheme either as a driver (to share the cost of the hire) or as a passenger. Either Moorcar vehicles or members' own cars can be used for this scheme.

Integration with Other Schemes

19.13 Jeremy Farr networks with other car club coordinators, particularly those based in rural areas and those in the south-west of England. Discussions are underway among south-west car clubs to secure agreement on allowing members to access any of these clubs' vehicles.

Marketing and Promotion

19.14 Moorcar is being promoted as a local community resource. Publicity material features the towns it serves, nestled in the valleys surrounding Dartmoor, and states: 'It's not commercial car hire, these are community-owned cars, so all the benefits of cost-savings, flexibility and freedom to get about, go straight where they're needed – the local community'. The ways in which the car club has been promoted include the following.

- ❑ Word of mouth.
- ❑ Much reduced/subsidised annual membership fees for the initial eighteen months, or so.
- ❑ Colourful simple-to-understand leaflets, that focus on the benefits of car club membership for the individual and the local community, and not the negatives of private car ownership and use.
- ❑ A good website www.moorcar.co.uk

- ❑ A logo that reflects the local area and terrain (the 'M' in Moorcar has been stylised to look like the peaks of Dartmoor).



- ❑ Moorcar branding on all club vehicles.
- ❑ Press releases to mark significant developments in the life of the car club.
- ❑ A car cost calculator to demonstrate the real cost of car ownership, and financial benefit of car club membership for many drivers. 'Owning a modest family car can cost between £1,500 and £3,000 per year.' (From the Moorcar website.)

Financial Performance / Targets

19.15 The £12,000 SEED grant and £45,000 Countryside Agency funding paid for a part-time (18 hours per week) project coordinator, Jeremy Farr, for two years, as well as the lease/purchase of vehicles, and project start-up and marketing costs. In addition, Moorcar has fairly recently secured £13,450 from the Dartmoor Sustainability Fund, which has been used to expand the scheme into Buckfastleigh.

19.16 One target associated with the grant applications was to achieve 30 Moorcar members by March 2004. This was not met, although the membership figure has recently (July 2004) crept up to 30.

Research and Development

19.17 The Exeter University research fellow who carried out the feasibility study has continued to be involved in the project as lay auditor, and providing ad hoc advice to the co-operative steering group – at much-reduced consultancy fee rates. He has, for example, developed a management plan to simplify record keeping, and to provide accurate data to base decisions on pricing structures.

Support/Consultation

19.18 Run as a co-operative, Moorcar members have a good deal of say in how the project evolves. In practice, however, they often leave this to the employed coordinator. Members are invited to a project development meeting every couple of months, "which is designed to be more of an informal chat than a stuffy meeting", and tends to be held in an appealing venue, such as a pub or cafe. As the project coordinators post is only funded for two years – indeed the funding period is almost expired – Jeremy Farr has been trying to encourage the members of the co-operative to take ownership of, and responsibility for, Moorcar to ensure it continues when/if he steps down as a paid employee.

User Perceptions

19.19 The following thoughts are a representative sample of those expressed by Moorcar members:

"It's much less hassle than conventional car hire. You only have to produce your driving licence and bank details once, when you join the club, not every time you want to use a car."

"I have a car, but joined Moorcar as I support the environmental arguments. I use their cars occasionally when mine has broken down, or I need a larger vehicle."

"I've not known a problem with vehicle availability, there's always been one there when I've needed it. But that's probably because the club isn't very big at the moment. I want it to grow to ensure it survives, as I've come to rely on it a lot. But I'm worried that more members will also restrict when I can access the cars."

"I plan my Moorcar vehicle hire well in advance, and make full use of the hours I've booked. But then I am retired, so I've got the time and like to make the most of what I'm paying for."

"I'm completely different. I've been known to hire a Moorcar vehicle on the spur of the moment when I've lost my own car keys. I use them for social trips and shopping expeditions, which can be quite uneconomical as the car spends a lot of the time idle."

"As a women I like the fact that there's a flat rate hire charge for the day, which for the small cars is less than £1 an hour. This means I can avoid returning a vehicle late at night, and not worry about racking up hire charges for when its parked outside my house overnight."

"I've been able to get rid of my own vehicle since I joined the car club, and have worked out that Moorcar saves me around £2,000 a year – mainly avoiding the depreciation on a vehicle."

"A lot of people in this area run fairly old vehicles, as that's all they can afford. These have a tendency to break down, and the car club provides a useful safety net. I joined in part as I needed reassurance that I'd always have access to a vehicle in an emergency."

Other General Issues

19.20 The birth, evolution and continuing existence of Moorcar can be largely attributed to the local knowledge, community links, entrepreneurial skills and spirit, and generosity with their time, of a number of individuals – particularly the project coordinator – who are personally committed to the aims of this initiative and seeing it succeed. Its long-term financial viability is far from assured, and it has relied heavily on grant-aid to get established. There is uncertainty about the ability of the scheme to continue to support a paid coordinator in the short term, now that grant aid for this is coming to an end. However, it would be a shame to lose the experience and skills the coordinator has acquired during the implementation phase of the project, and he is currently still exploring new ways to enable Moorcar to stand on its own feet financially. Ideas include:

- Extending membership to drivers under 23 years of age, who are excluded from the car club on insurance grounds, but for whom access and transport problems in rural areas are particularly acute.

- ❑ Having dual-control and older Moorcar vehicles, and allow these to be hired to teach (particularly younger) people to learn to drive, or to offer professional driving instruction.
- ❑ Using the contact opportunities with Moorcar members to educate drivers, particularly younger/learner drivers, about responsible car use (not just safe driving techniques, but also minimising car use).
- ❑ Provide scooters or 'Qpods' for those who don't have a driving licence, those who need a less expensive vehicle to hire, and to relieve road congestion as well as parking problems.

19.21 *"What we hope the co-operative will offer in future,"* Jeremy Farr explained, *"is a one-stop shop of travel options which satisfy currently unmet community needs"*. What appears to be needed now, is the time and resources to pursue this objective.

20 A2B

General Background

- 20.1 A2B Car Club is part of the A2B Smart Travel Club, a not-for-profit organisation based in Bradford on Avon, which promotes sustainable travel options. It was conceived in 2001, launched in November 2002, and began operating the car club in December 2003. The club started life through a Rural Bus Challenge grant, which has recently expired so the emphasis is now on sustaining the initiative as an independent enterprise. While the club has a good deal of local autonomy, it is managed nationally by Smart Moves. It operates from a small travel advice centre in the centre of Bradford on Avon.
- 20.2 A2B Smart Travel Club employs one full time, and one part time member of staff, whilst the car club firstly employed 1.2 (full time equivalent) members of staff, which has reduced over time to 1 part time member (0.6 full time equivalent) plus support from Smart Moves (Head Office and Bristol). During the start-up period four people were employed: a project manager, a marketing manager, the car club manager and assistant manager.

Operating Structure

- 20.3 Membership is open to adults from 21 years old upwards with a driving license. Although there is no restriction on where people live, the cars are based in Bradford on Avon, so most members live in that town, with a few in surrounding villages. The club owns three cars, two Vauxhall Corsas and one Vauxhall Astra estate, based in three parking areas, the railway station (pictured right) and two neighbourhood supermarkets. Car club users pay a membership fee (currently £12 per month), a returnable deposit (currently £100), an hourly car hire cost (starting at £2.50 per hour, but on an escalating scale to discourage extended hire periods), and a mileage rate (from 16p per mile including fuel).



- 20.4 Smart Moves manages the booking and billing system remotely. Members book online, over the phone, or within the cars themselves (for the latter two methods there is a £1.20 booking fee to cover additional administration or GSM airtime costs). They unlock cars by means of a personal smart card, enter their PIN into the in-car computer terminal, and drive away. A Member Handbook and Member's Contract contain details about issues such as refuelling, breakdowns, accidents, vehicle cleanliness, cancelling and extending bookings, etc.

Impact and Effectiveness

- 20.5 Since the launch of the car club, 156 people have registered an interest, 24 have trialled the scheme, and there currently 20 active members. The car club manager, Grant Pearson, keeps a log of potential members – i.e. those that have registered an interest – and uses suitable opportunities to encourage them to trial the scheme.

20.6 The three car club members interviewed use the car club on average around one to three times a month, mainly for leisure and shopping trips.

20.7 The table below summarises car usage levels between January and September 2004.

	Car 1 (Rail station) total hire hours/mins	Car 2 (Winsley Rd.) total hire hours/mins	Car 3 (Budgens) total hire hours/mins
January 04	60.06	17	Not acquired
February 04	21.37	25.35	Not acquired
March 04	66.57	52.46	Not acquired
April 04	42.09	21.45	2.14
May 04	24.43	14.30	0
June 04	53.02	20.30	14
July 04	49.22	14.36	30.35
August 04	19.14	20.21	10.26
September 04	45.41	41.43	59.13

Successes / Failures

20.8 Key successes:

- ❑ Two of the three members interviewed indicated that the club had enabled them to get rid of the second family car.
- ❑ “Having to book and pay for car use makes me much more careful and thoughtful about it.”

20.9 Teething problems:

- ❑ One of three members interviewed indicated that the club had increased her car use. Her family could not afford to run a second car, so the club has provided access to vehicles that formerly did not exist.
- ❑ Due to insurance difficulties, a proposal to offer a rideshare matching service as part of the A2B membership package has been abandoned.
- ❑ A couple of marketing ideas have fallen flat. Examples include a Christmas promotion encouraging people to buy three months trial membership of the club as a gift for a friend, which had little take-up. Also, open/social evenings at the A2B offices for prospective members to meet existing members and find out more about how the scheme could work for them have not attracted much custom.

Supporting Measures / Alternative Approaches Considered

- 20.10 All members of the A2B Smart Travel Club (of which there are over 300, including the 140 potential and existing car club members), which is free to join, are entitled to journey planning advice. The Club supports use of the full range of alternatives to single occupancy car use/car ownership, including walking, cycling, bus and rail use, as well as the car club.
- 20.11 A2B has a good relationship with local public transport operators. It offers discounts on bus tickets to members, and is working with Wessex Trains on a proposed joint marketing initiative which would, in part, encourage tourists to travel to the area by rail, then use a car club vehicle for local journeys once there.
- 20.12 As mentioned above, a proposed internet-based ridesharing scheme has been shelved due to difficulties gaining appropriate insurance.

Integration with Other Schemes

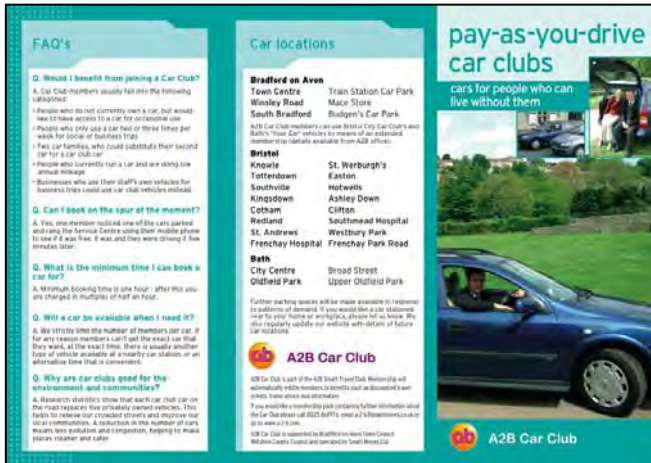
- 20.13 There is a reciprocal arrangement in place allowing A2B members to use the vehicles of car clubs in Bath and Bristol as well as other UK cities with car clubs under the Smart Moves 'umbrella', and vice versa.
- 20.14 A2B provides a taxibus service for Bradenstoke, a relatively isolated village with very limited public transport, but with a high proportion of elderly residents. The taxibus links Bradenstoke to the neighbouring village of Lyneham, from which there are frequent bus links to surrounding towns, such as Chippenham and Swindon.
- 20.15 The A2B prospectus states: "We have strong links with Car Plus, Richard Armitage Transport Consultancy, Wiltshire County Council, the Heart of Wessex Rail Partnership, the Association of Community Rail Partnerships, First Bus, and the Association of Commuter Transport. This enables us to research ideas and tap into resources for advice and support".

Marketing and Promotion

- 20.16 Grant Pearson, the car club manager, comes from a marketing background. The marketing tools employed to date include the following:
- ❑ Two leaflet drops to all households in the Bradford on Avon and surrounding area, reaching approximately 8,800 people. A third drop to around 300 local businesses offering corporate membership.
 - ❑ A website (www.a-2-b.com) with regularly updated news pages, hits on the website currently average 1,500 each month.
 - ❑ E-newsletter, sent to the 300 plus Smart Travel Club members and other interested parties.
 - ❑ A display stand, designed in house, which is regularly used at events ranging from market day in Bradford on Avon to the biennial West Wilts Show.
 - ❑ A2B has made the national TV news, as well as featuring on the local radio and TV. It also has quite regular coverage in the local press.

- ❑ The branded cars are used as marketing vehicles themselves. They display messages like: “Yours for around £1 a week”, and “The smart person’s second car”.
- ❑ Leaflets dispensers are located at the railway station, corner shops, supermarkets, the library, etc.

20.17 The car club manager drew some interesting distinctions between the marketing needs of rural and urban car clubs, including the following. “Word of mouth is a much more important and powerful marketing tool in rural areas. But it can act in both a positive and negative way, if someone has a bad experience in a village or small town, word spreads like wildfire.”



Example A2B leaflets



Financial Performance / Targets

20.18 A2B Car Club had a target to have 30 signed-up members by the end of the three year Rural Bus funding window, which finished spring 2004. This was not achieved: the current membership is just two-thirds of this number (20).

20.19 A three-year grant from the Countryside Agency to develop the car club, including staff costs, will cease at the end of March 2005.

Research and Development

20.20 A2B has engaged in a fair amount of market research. During the start-up phase, 4,000 questionnaires were distributed to passengers on the local rail network. It sought people’s perceptions of the nature of transport problems in the Bradford on Avon area, and mooted possible solutions to these problems, including the idea of a car club. Those among the 200 or so respondents who expressed an interest in the car club concept formed the basis of the ‘potential members log’, and have since received more personalised marketing. “We’re aware that it takes around 18 months – and lots of hand-holding – between somebody saying ‘that’s a good idea’ to them actually doing something about it. And, of course, not everyone stays the course: from 100 who express a sincere interest, we might hope to eventually see one third become new members.”



20.21 A2B is involved in Countryside Agency funded research on rural car clubs. This is a demonstration project, being evaluated and assessed by Transport and Travel Research, which aims to draw good practice from existing schemes, and to ensure their future beyond the life of the demonstration work.

20.22 A2B networks with other car clubs, particularly rural ones in the south-west of England, sharing experience and good practice. Employing his marketing expertise, Grant Pearson recently prepared a discussion paper on 'Locating and Marketing Rural Car Clubs and Vehicles'. Among the topics covered this drew attention to the need for a different marketing strategy for rural car clubs compared to urban ones. Car clubs respond to different problems in rural areas: isolation, poor public transport, sustainability and environmental concerns, etc.

Support / Consultation

20.23 A2B uses the following means to consult and support its members:

- A needs assessment questionnaire
- An e-newsletter
- A website
- Informal get-togethers ('drinks and nibbles') at the A2B office

20.24 In addition, Grant Pearson (the car club manager) appears to be on good first-name terms with all existing – as well as many prospective – members. While the car hire system is managed remotely by Smart Moves, Grant is the friendly and accessible local face of the organisation.

User Perceptions

20.25 The three A2B car club members interviewed are all generally very happy with the way the system operates, although they did have a couple of ideas for possible improvements (see below). Perhaps this is to be expected given it is a customer-centred service that people voluntarily opt to buy into, rather than a system that individuals are coerced to join – like some work-place car sharing schemes, for example. Below are a sample of users' views.

"Having to book and pay-as-you-go for vehicle hire, makes people really think about the car journeys they make. Well, it does me."

"While I want this scheme to be successful and expand, I'm a bit worried about the effects of more people joining on the availability of cars. At the moment, it's almost guaranteed that one of the A2B vehicles will be free when I need a car."

"Living near the town centre, with no off-street parking and limited on-street parking (with its attendant risks of vandalism), this scheme really works for me. Two of the A2B cars are within a five minute walk of my house. I've very much come to depend on it."

"I sometimes find it difficult to judge accurately the amount of time I need to hire a car for, I often find I've booked too much, or not enough, time"

“I’d quite like to see a van as one of the pool vehicles, as a lot of the trips I hire for involve transporting bulky items.”

“The monthly statements of account are impenetrable. I can’t understand them at all.”

“I’m not sure why we are charged the full booking fee if we cancel within six hours of the hire period. It seems a bit unfair as – certainly in Bradford on Avon with its low hire rate at the moment – it’s unlikely we would have deterred or prevented anyone else from booking a vehicle.”

Other General Issues

20.26 The individuals involved in the development of the A2B Car Club are clearly personally very committed to the project. This commitment appears to be born from a mix of a strong endorsement of sustainable transport, together with personal exposure (as local residents) to the adverse effects of too much traffic in an historic and attractive town.

20.27 With a relatively small and slow-growing membership base, there are concerns about the long-term viability of this project. However, ideas are constantly being explored to try and ensure this, such as:

- Negotiations with Wessex Trains to sell ‘rail + car hire’ to west country holiday makers
- The possibility of purchasing a ‘people carrier’, and hiring it to clubs, schools and societies in addition to individual car club members
- Networking with other, particularly rural, car clubs in the south-west to offer reciprocal hiring arrangements to individual clubs’ members.

21 BEDZED

General Background

21.1 Beddington Zero Energy Development (BedZED), is located in Hackbridge, approximately 12 miles south of London City Centre. The development was completed in 2002, and comprises 100 residential, work/live apartments and office accommodation (the residential properties are split equally between private sale, shared let and social housing). The site is located in an accessible location, 5 minutes walk from Hackbridge station (with half hourly services to central London), adjacent to a good network of local bus services, and within easy reach of Croydon Tramlink. The site has a total of 84 spaces for residential and commercial use. These spaces are leased to users at a cost of £200 a year.



21.2 BedZED was developed by a consortium, with the finance delivered through the Peabody Trust, who maintain the freehold for the site.

21.3 From the outset, the site was subject to a green transport strategy (as part of the Section 106 Agreement, hence legally binding), with a strong emphasis on reducing car usage, in order to achieve overall carbon emission reduction targets. The target was to reduce private fossil fuel consumption by 50% (compared to a similar scale development).

Operating Structure

21.4 The car club comprises 2 full time vehicles (Vauxhall Corsa and Ford Focus – originally a Vauxhall Astra Estate), with a third vehicle currently being trialled (Renault Clio), and has approximately 50 car club members. The car club aims to introduce dual fuel vehicles where possible (hence avoid the congestion charge – car club vehicles designation in itself is not exempt from the charge).

21.5 Some of the employers on the site (including BioRegional Development Group and Bill Dunster Architects) offer car club membership to their staff, with the usage costs covered either by the individual or the employer, depending on the trip purpose (trips are recorded by the user, and registered as work or leisure trips).

21.6 Whilst the scheme was originally established as a closed scheme for BedZED, it has since become part of the London City Car Club (open), in order to increase choice and flexibility for members (an additional parking station is therefore located 1 mile south of BedZED in Wallington). Throughout the establishment of the scheme, a key driver of success has been strong partnership working between the Local Authority (including their role in assisting the development of the London City Car Club), the Developer, the Car Club operator, and BioRegional (a not for profit organisation, that acted as facilitator for the car club).

Technical Issues

21.7 The scheme is managed by Smart Moves, and utilises DRIVE-IT hardware and software. Car Club members pre-book cars using an internet interface, or alternatively, can access a vehicle 'on-spec', and book its use there and then (if not already pre-booked by another member). All members have a smartcard for access to the vehicle, which also records usage details, and informs the accounting system, which sends out automated twice monthly invoices for payment. The keys to start the engine are stored inside the vehicles, and the engine can only be operated when a valid smartcard access and security details have been validated by the on-board computer. The DRIVE-IT hardware is located adjacent to the driving position, and hence does not interfere with the standard radio and CD equipment, which is provided as standard. All cars are equipped with a 'petrol card' which is used for fuel payment, and are encouraged to ensure the vehicle is returned with at least a quarter tank of fuel.

21.8 All vehicles operate on a maximum 3 year lease (hence maintaining the 'newness' of vehicles), with maintenance and cleaning managed by Smart Moves.

Payment Structure

21.9 Members of the car club pay £15 a month (corporate members pay £7.50 per driver including VAT); plus £2.80 to £3.00 an hour usage (depending upon the choice of vehicle), plus £0.17 to £0.18 per mile usage, again depending upon the vehicle (standard Smart Moves membership costs, and consistent with the London City Car Club).

Staffing

21.10 The scheme is managed by Smart Moves, who employ a full time officer to manage the London City Car Club (within which the BedZED scheme now resides). In establishing the initial concept, BioRegional secured £35,000 of New Opportunity Fund SEED grant, to fund a green lifestyle officer to promote sustainability issues to new residents. The green lifestyle officer was in post for 1 year (as the first residents occupied the site), and it is estimated that approximately 1.5 days a week was taken up developing, promoting and marketing the car club.

Impact and Effectiveness

21.11 The scheme has proven to be a success, with 50 members, primarily drawn from the BedZED development itself (although the scheme has been marketed beyond BedZED, very few external members exist). The usage statistics are as follows:

Car	Quarter	3 rd '03	4 th '03	1 st '04	2 nd '04	3 rd '04
Car 1		15%	20%	25%	30%	35%
Car 2		15%	20%	25%	30%	35%

21.12 The BedZED concept covers many areas of environmental enhancement, with the car club making up just one component of the overall reduction targets in Carbon usage (it is estimated that the average car club user, adopting a lifestyle that includes public transport, walking and cycle usage combined with sensible car use, will reduce carbon usage by 12%).

Successes / Failures

21.13 The main success factors can be attributed to the following characteristics:

- ❑ Strong partnership working between key agencies (see above)
- ❑ Strong marketing and awareness raising campaign (including one-to-one sessions with residents)
- ❑ Good mix of residential and commercial developments, enabling vehicles to be used throughout the day and evening
- ❑ Strong public transport connectivity of the site
- ❑ Good level of environmental awareness amongst residents of BedZED (strong element of 'socially conscious / active citizens' who were 'early adopters').
- ❑ Physical costs (and constraints) of on-site car parking spaces
- ❑ Good mix of vehicle types (including initially an estate vehicle)
- ❑ Integration with London City Car Club
- ❑ The presence of a strong and well informed 'Champion' for the scheme
- ❑ Travel surveys used to improve scheme performance (for example, by offering on-site delivery services to reduce the need for supermarket trips).

21.14 In addition, the car club was seen as a key tool in gaining the initial permission for the development, and in particular, for negotiating the reduced number of car parking spaces. This in itself caused some concerns for the developer, as they must therefore have confidence in the long term supplier of the car club, and at the time in which BedZED was established, the market was in its infancy (and indeed remains so).

21.15 One of the failings of the scheme is the lack of parking controls on neighbouring residential streets. Anecdotal evidence suggests overspill parking by residents at around 5 vehicles. Whilst this is a small number, it might provide a greater stimulus for car club uptake if such controls were in place, and there were no alternative off-site parking available.

- 21.16 Additionally, some of the work/live apartments were subsequently converted into residential units, which could have a detrimental impact on potential uptake (recognising the contribution that mixed use development has on achieving high utilisation rates of the car club vehicles).
- 21.17 With regard marketing the car club, the site no longer employs a green lifestyle officer, hence it is more difficult to engage with residents, particularly for re-sales. Whilst work is ongoing with local estate agents to promote the car club as a positive sales asset, there remains more to be done to develop this concept further.
- 21.18 BedZED also experienced some short term problems with the supply of on-site car club parking spaces when the development was handed over to the facilities management company – whilst this was resolved in a few days, it was recognised as an issue by users, and the operator who had to manage the provision of short-term parking in the meantime.

Supporting Measures / Alternative Approaches Considered

- 21.19 The car club is well supported by other sustainable transport initiatives. The green transport strategy adopted from the outset of the development ensured that the infrastructure to support cycle use was incorporated into the detail design of each unit (incorporating secure storage), and enabled the reduction in on-site car parking spaces to be agreed with the local planning authority. This reduction in spaces is a critical component of the car club initiative.
- 21.20 The design of BedZED incorporates home zone principles, promoting safety for pedestrians and cyclists whilst within the BedZED development.
- 21.21 Its overall access to other transport networks, also plays an important part in the development of the car club, enabling residents to forgo car ownership, with many of the replacement trips made by conventional public transport (bus, rail and light rail). A trial was established with Thameslink, which offered a £50 discount for car club members (in the form of a voucher issued), although this has since been abandoned as uptake levels were very low.

Integration with Other Schemes

- 21.22 The BedZED car club is now a part of the wider London City Car Club, and this wider integration is seen as fundamental by the original developers of the scheme. By providing a wider network of support vehicles, and a range of on-street car parking bays (strongly enforced and exempt from local charges), the scheme has gained a growing level of credibility, and has answered the questions raised by the initial sceptics.

Marketing and Promotion

- 21.23 The car club is continued to be promoted by Smart Moves, both to existing and new residents / employees / employers at BedZED and surrounding neighbourhoods. In many ways the scheme self promotes itself, both through the prominence of the car club parking bays on site, and word of mouth. The current waiting list for car parking bays is used as an incentive to introduce members to the car club whilst waiting for a space to become

available, with the hope that once they have seen the benefits of membership, they will no longer require their own space for their private vehicle.

21.24 BioRegional have continued to play a strong interest in car clubs both nationally and internationally, and have a strong belief that marketing should focus upon the financial and convenience benefits, in addition to the environmental gain. For example, in Canada, innovative marketing made potential members aware that they could pay off their mortgage 6 years earlier if they adopted car club culture, and for new residential units, the option to join the car club is just one of the options available on the overall menu (alongside a coordinated kitchen, and landscaped garden).

Financial Performance / Targets

21.25 The scheme has required little in ways of subsidy (£35,000 from SEED, free of charge parking spaces from Peabody Trust, London City Car Club grant funded through a fund set up to cushion the impact of the introduction of the Congestion Charge), and has subsequently been self financing. The utilisation of cars remains the highest within the London City Car Club (average of 10,000 miles per vehicle per year). The role of the green lifestyles officer was fundamental in this, as was the marketing of the car club through the initial sales consultations.

21.26 A key issue for the car club is the supply (and financial feasibility) of new dual fuel vehicles. The vehicles are expensive to lease, and generally require a larger engine size, with higher running costs. This additional cost is reflected in the membership and operating costs of the vehicles, and this has a direct effect on peoples willingness to join the scheme.

Research and Development

21.27 Smart Moves is currently trialling the use of a third vehicle at BedZED, and continues to explore the use of a wider fleet of vehicles. Integration with the London City Car Club ensures that members have a wider access to 'one off vehicles', for example larger vehicles for carrying bulky goods. Whilst the DRIVE-IT hardware and software remains robust, Smart Moves continue to evaluate latest technologies to ensure all of their fleet are suitably equipped.

21.28 It is not now accurate to refer to the club as the BedZED car club. Initially a stand alone scheme known as ZEDCars, it is now one a network of car stations run by Smart Moves in London and has no separate identity.

21.29 The Car Club is continuing to improve integration with other public transport modes, both by offering specific offers / information, and by looking to better integrate the booking technologies. For example, it is hoped that at some time in the near future, that car club users will be able to use cashless ticketing for all of their journeys (including all modes of public transport), either through an interface with the existing car club smart card, or by migrating the car club booking facility to the Oyster Card (contactless smartcard), which is currently used for payment on London public transport services.

Support/Consultation

- 21.30 The scheme was developed carefully, and benefited greatly from the experiences of CarPlus in getting the scheme off the ground. In addition, Jo Taylor, who worked for BioRegional, completed a Winston Churchill travelling scholarship examining car clubs across Europe and North America, and has used this experience to suggest further enhancements to the scheme.
- 21.31 Consultation remains a strong component of the scheme, with on-going user and non user surveys, and communication sessions, to ensure the car club continues to offer the right product and level of service.

User Perceptions

- 21.32 The scheme has strong support from its members, with high utilisation rates for all vehicles. All of the users interviewed as part of this study provided strong praise for the scheme and had significantly changed their travel behaviour. 2 of the 3 users had given up a car as a direct result of membership, and had not suffered any accessibility problems as a result. Those that had given up their car travelled at least 50% less miles, and had noticed a reduction in overall trip making activity (more thought was given to each trip, and whether trips could be more appropriately combined).
- 21.33 In all cases, the motivations were a combination of environmental awareness and financial savings (in all cases the financial savings had been realised as a result of car club membership, and had not been identified from the outset).
- 21.34 All users perceived the technology to be reliable, and welcomed the newness and cleanliness of the vehicle fleet. The ease of use, and not having the hassles of car ownership (insurance, breakdown etc..) were all considered to be important aspects of the scheme. Similarly, the availability of vehicles was seen as excellent (and important), and only on a couple of occasions had users not been able to book a vehicle (in all of these cases, a vehicle was sourced from the London City Car Club parking bays in Wallington).
- 21.35 Other issues raised by the users included:
- ❑ The acceptance that car clubs offer a 'pay as you go' service, hence requires a change in lifestyle choice.
 - ❑ Recognition of the carbon savings that were being made as a result of publicity and their own awareness of reduced trips.
 - ❑ Felt that more should be done to promote car clubs including use of bus lanes, tax exceptions, increased dedicated parking bays, and wider choice of vehicles exempt from congestion charging.
 - ❑ The importance of employer payments for membership (e.g. BioRegional pay group membership for all staff)
 - ❑ Improved information on the benefits of car club membership (including the possibility of comparing trip costs using different modes at the time of booking)

- ❑ The importance of a 'Champion' or 'Anchor Organisation' from where the enthusiasm, commitment and word of mouth marketing develops.
- ❑ The importance of integration with other public transport modes, and the need to offer improved environments for cyclists and pedestrians.
- ❑ The possibility of offering early incentives (e.g first year free), to encourage early adopters.
- ❑ The benefits of a central 'help-line', covering all motoring queries (including most importantly access to breakdown services).

21.36 On a technical front, one of the users felt specific attention could be given to:

- ❑ The ergonomics of the 'in-car kit' – ensuring it is near the driving position and not located near the glove box.
- ❑ Improved ability to disaggregate work and leisure bookings (rather than manual interpretation for each invoice received).

21.37 Simple things such as ensuring users are aware of how to re-fuel, and the location and operating procedure for the fuel cap were all important in the overall perception and ease of use.

Other General Issues

21.38 BedZED provides an excellent example of the development of a commercial car club service, and the importance of developing the scheme within the wider London City Car Club. However, when assessing the 'lessons learned' it is important to recognise the uniqueness of the development, particularly in terms of the nature of the population, most of whom would be categorised as receptive to the car club concept. In summary the key strengths are:

- ❑ High membership levels amongst a defined closed community, with the ability to integrate with a wider City Car Club
- ❑ Strong initial marketing and promotion (often on a one-to-one basis)
- ❑ Reliable technical support and development (utilising a proven technology)
- ❑ Restricted on-site parking controls (although more restrictive off-site parking controls would have assisted further)
- ❑ Well located and accessible site by alternative modes (bus, rail, light rail).
- ❑ Good mix of work and employment uses on site, enabling higher utilisation rates to be achieved.

22 CITY WHEELS (SWANSEA)

General Background

- 22.1 City Wheels is an initiative of Swansea Housing Association (SHA), a not-for-profit housing association with around 2,800 homes in the Swansea and Neath Port Talbot areas. Tenants include a wide variety of people with different housing needs, from young single people to families and the retired. City Wheels is an entirely closed scheme within SHA, covering both its tenants and its staff: if it had opened City Wheels up to the general public this would have broken SHA's charitable objectives. However, significantly, the car club also covers SHA staff during working hours and in practice acts as a pool car system, though tenant members of the scheme can also book to use cars during working hours. The idea of City Wheels was first conceived in 2000 and the scheme was launched in February 2001.
- 22.2 City Wheels evolved principally out of the City Living lettings initiative - a marketing strategy designed to attract people to live in the city centre. Whilst including SHA's traditional tenant base, City Living was specifically aimed at working people - a group who, although never specifically excluded, tended to assume that they would not be eligible for homes and did not apply. City Living was SHAs response to the aspirations of the local authority (City and County of Swansea) of developing and revitalising the City Centre. It has grown from a provincial town to become Wales' second city. Swansea is unusual as a city in that until recently it had practically no residential accommodation in the city centre, there had never been the more elaborate town houses and most of the old town back-to-back terraces had been cleared in the mid to late 1800s. The centre of Swansea was virtually flattened in bombing raids of the Second World War leading to a hotch-potch of low-rise 50s and 60s infill developments on cleared bomb-sites. There was a huge potential for opening up space above shops, café bars and offices to build residential accommodation. Continued city centre housing development is seen as a key factor in making the city centre safer, and in encouraging a lively retail and leisure and entertainment culture there.
- 22.3 Another factor influencing the development of City Wheels was that traditionally, parking for city centre flats was one space per 4 people. It was increasingly proving unsustainable or impossible to offer this level of parking for new inner-city housing developments, making these developments less attractive to potential tenants. In addition, car parking in Swansea is now becoming expensive, compared to previous prices which were relatively low. Parking charges for tenants of SHA city centre developments are currently £9 per week (there was formerly no charge).
- 22.4 A third factor was the need to reduce costs of staff car use by moving largely from a system of business use of staff's private cars to a pool car system. SHA was facing escalating costs from staff mileage (the standard Inland Revenue mileage rate), essential car user's allowance (£900+ per user per annum) and the financing of replacement and maintenance of company cars.
- 22.5 Finally, the launch of City Wheels coincided with the move of SHA's offices to a new location in the refurbished Old Post Office in Wind Street in the heart of the city regeneration area, and the need to provide or offer alternatives for staff members who would thereby lose their

free parking options. After the move, staff would have to pay £2.50 per day to park. The Old Post Office already had a basement car park but there were insufficient spaces for all the tenants of the 49 SHA flats there as well as the staff of the three new office suites and café bars. Alternative free, but temporary, parking spaces were available on some Association-owned land earmarked for development some 10 minutes walk from the office.

- 22.6 Since the launch of City Wheels, the staff Essential Car User Allowance has been phased out (although kept for some long-serving staff), and staff were encouraged to use the new pool cars, through a combination of measures. These included a tightening-up of mileage checks on staff's own vehicles used on SHA business; increasing the paperwork involved in private car use on SHA business; and, finally, not allowing staff parking of their own cars on the premises. The staff free car park was moved a few blocks away: in contrast, the use of the pool cars was free and easy to operate.
- 22.7 City Wheels has five cars: one Suzuki Wagon R, one Berlingo van (useful when carriage of goods is needed), two Daewoo Matiz, and one Smart Car. Each vehicle does about 7,000 miles per year, although the Smart Car does a little over twice this amount. Damage to cars has not been a problem.

Operating Structure

- 22.8 SHA chose an operating structure and systems designed to be as simple and as trouble-free as possible. A car diary booking system was set up in Microsoft Outlook® and City Wheels members (and staff members using them as pool cars) can book by phone, fax or E-mail: in addition, staff members can book over SHA's intranet. Bookings can be made up to 4 weeks in advance although City Wheels members tend to book one or two days ahead: car availability has not usually been a problem. The scheme is run by one admin assistant who also manages the SHA fleet (caretakers' vans and maintenance vehicles). The BackTrak system, supplied by Overlevel Ltd is used to record and monitor mileage, fuel-consumption etc. This was chosen following an internet search because it offered an almost paper-free operating system, added security in the form of additional immobilisers and because SHA felt at the time that GPS was too expensive for the size of the car club.
- 22.9 Cars are parked, and keys stored in a key cabinet, in a basement garage beneath the Old Post Office site. The concierge at this development carries out basic checks: tyres, water, oil etc while the office contract cleaners vacuum the interiors and wipe surfaces once a week. Each City Wheels member has a key to the key cabinet plus a BackTrak key and a key fob to operate the garage roller-shutter doors. Individual staff members simply have to book their car, and pick up a master set of Backtrak keys from reception for the car key safe in the basement. BackTrak readings are taken once a month, downloaded into Microsoft Excel®. Payment for use of City Wheels is direct debited monthly.
- 22.10 Staff generally have their own cars, and are still able to receive the standard Inland Revenue mileage allowance (40p per mile) if they use them on SHA business. However, they are discouraged from using the pool cars for out-of-office training courses (unless SHA wants to advertise City Wheels) because it takes cars out of available use.

22.11 City Wheels members are treated as staff (pool) car users for insurance terms. There are conditions attached to the insurance: e.g. the member must have a clean driving licence, people under 21 have to be applied for separately, and there must be no claims made on insurance. However, obtaining insurance at a reasonable price was a major problem, and took about a year to resolve. SHA's existing insurance brokers claimed that a car club available to tenants could only be done under Hire & Reward, making it prohibitively expensive. New insurance brokers (Andrew James Knox) were obtained, and brought the price down on the basis that City Wheels is a not-for-profit club, with members' payments contributing to the costs: through them AXA are contracted to insure the City Wheels fleet.

Impact and Effectiveness

22.12 Initial take-up was slow: the first tenants had already moved in and had arranged their general travel plans. Only two tenants subsequently relinquished their car (and the need to pay £9 per week for an undercover secure parking space) in favour of the car club. However, membership has grown steadily: it now has 10 tenant members, although this is out of a total of about 500 tenants living within one mile of the City Centre. A year ago there were eight tenant members, with four tenant members two years ago. Two of the current members live at Wind Street (where the cars are based), whilst 8 live elsewhere in City Living developments in the City Centre. Only one tenant member uses a City Wheels car for work, the remainder are all social users: one being a heavy social user, nearly every weekend and a couple of days/nights per week.

22.13 Around 30 staff use pool cars, with 20 using them regularly (more than once a week), whilst a further ten are casual users. However, out of this 30 staff user total (15 staff users two years ago), only four use cars out of work as members of the car club. The split of the tenant membership is around 60:40 Female to Male, with all between 25 and 54 in age. There are two couples where one of the partners is a car club member, while the other members are single people

22.14 For some existing users of City Wheels car usage has gone up with their membership: the car is there so they have moved from public transport to car use, making trips which were not possible previously.

Successes / Failures

22.15 Key drivers for the success of City Wheels were the reputation of SHA for developing innovative solutions, a clear marketing strategy which is consistent with this, and the part played by the Chief Executive in carrying forward this reputation and in jointly driving the project. Strong management support was also evidenced by the fact that the Chief Executive and two of the three directors agreed to give up their company cars as did a further three senior managers. The year-on-year savings of providing the company cars were planned to offset the cost of the pool cars. Initially there was a significant amount of internal resistance to the scheme within the association, although this barrier was overcome, and so cannot be considered a failure.

22.16 No targets have been set. The scheme's success is being judged largely on its effectiveness in reducing the costs of staff's private car use, and its success in marketing

and profile terms, whilst at the same time being easy for SHA to operate - take-up has been very low. A key barrier to success is that it has not yet become part of a general culture for living in the city centre.

22.17 Fragility of the BackTrak keys is a problem, as they can break quite easily and are costly to replace. Also, the Backtrak software was at first rather unreliable: downloading results to spreadsheets is still rather complex and analysing the data can be time consuming.

22.18 The scheme has been successful in meeting several disparate requirements while at the same time being operated at the margin. SHA reports that there have been surprisingly few problems with the City Wheels scheme, with members being a self-policing group.

Supporting Measures / Alternative Approaches Considered

22.19 No additional transport arrangements existed already to support the car club. However, an arrangement has been created with a South Wales based car hire firm, which will provide a car at a reduced rate if a City Wheels car is not available; plus bigger, more powerful cars if staff or members want to make longer journeys for which the city mini range on offer is not suitable. There is no obvious link to the Local Transport Plan but a clear link to the joint stakeholders' policy on Swansea City Centre regeneration.

Integration with Other Schemes

22.20 There is no integration with other schemes as yet, but SHA is keen to be seen as a national flagship of innovation in city centre housing so some integration with other similar schemes could be considered for the future.

Marketing and Promotion

22.21 SHA uses promotional leaflets, but does not use membership invitations, except mentioning City Wheels at the interview for accommodation. There is a City Wheels website, and a regular feature in the SHA's quarterly tenants' magazine, plus occasional cheese and wine parties and open evenings. The key marketing message is that City Wheels is accessible, affordable, attractive, stylish and convenient.

22.22 The scheme has not so far targeted particular types of user, except to the extent that SHA's tenants do tend to be single people. However, SHA is currently planning to promote City Wheels amongst its older active tenants, as it believes they are now an important potential client group. This is because the elderly are driving longer, and wishing to use a car for visiting friends and relatives, whilst also wanting to do without the 'hassle' of maintaining and insuring a car. Focus Groups have mentioned car access as a facility that older people would like.

22.23 SHA is now more confident that City Wheels works, and will be marketing it more aggressively in the new Urban Village planned for Swansea from 2005. SHA has talked with Cardiff Community Housing, and has had several shorter discussions with other Housing Associations, about marketing the City Wheels brand across other housing providers: it may also hold a Car Club conference in the near future.

Financial Performance / Targets

22.24 Fixed Fees are a one-off £25 Joining Fee, with other one-off fees of £10 for the BackTrak key and £5 for the Safe Key. The monthly membership fee is £10. On top of this there are time-based fees of £4 for a Monday to Friday morning or an afternoon (each a four-hour period), £6 for overnight during the week (or any period after 17:30 during the week), £10 for each of Saturday or Sunday or £20 for the whole period from 17:30 Friday to 08:30 Monday. In addition, there are distance-based fees of 15p per mile, which includes fuel. This makes it quite expensive for longer journeys, but when compared to the cost of taxing, insuring, maintaining and running a reasonably new vehicle on the road it remains the cheaper alternative.

22.25 SHA emphasises that City Wheels only has a business case because it is marginal and is run off the back of the pool car system. Administrative costs are low while installation costs are of the order of £200 for each BackTrak black box per car, plus £200 installation per car, and about £1,800 for a single-user licence of BackTrak software.

Research and Development

22.26 Prior to starting the Car Club, SHA did major Focus Group and other research on the profile of people it wanted to attract, then looked at ways of “enticing” those people to come and live in the city centre. The Focus Group research indicated that lack of available car parking was a problem to participants. SHA also looked at Edinburgh Car Club and carried out some research internally. However, the decision to go for a car club was really a result of a creative process of looking at alternatives, and concluding that there were really no realistic ones and the desire for a marketing edge on competitors.

22.27 If starting the Car Club now, SHA would buy more Smart Cars, and would get right-hand drive versions: only left-hand drive versions were available at the time. There are several benefits to these vehicles: they have excellent marketing potential, fitting the young and lively image that SHA was looking for as well as appealing to older people as being easy to manoeuvre and with a higher sitting position and all-round visibility. The, as yet, unusual style and the two-seater design as well as features like having no visible locks also act as something of a crime deterrent compared to more traditional vehicle styles. In addition, two Smart Cars can fit into one parking space making them ideal for areas where parking space is limited.

22.28 Also, whilst SHA would still have launched the scheme in tandem with a flagship development, it would have started marketing City Wheels at an earlier stage. Many of the apartments in the Old Post Office development had already been allocated by the time the car club was ‘up and running’, and therefore those people with plans to move into the city had already decided what they would do about transport.

22.29 Plans for a new Urban Village (some 120 units) are well ahead and it is envisaged that the car club will certainly be promoted to prospective tenants at an early stage. SHA is also planning a large increase in the number of properties in the Neath area for the end of 2004 and it will introduce City Wheels there with possibly 2-3 cars. Although it believes that car club membership becoming the ‘norm’ is some way off, once this occurred and SHA needed

to offer more cars as a result, it would be looking at cars which are “a bit different” (e.g. sports cars), and something that members would aspire to. SHA also plans to move to a new software system once the number of cars in City Wheels increases substantially. It is understood that there is no demand for internet booking at the present time.

Support/Consultation

22.30 The scheme was devised entirely in-house with no external support. Although Swansea Council has been happy to publicise City Wheels, it did not play a role in helping to set it up. Certain other organisations were approached for assistance but were ultimately rejected by SHA. Reasons included one organisation’s overtly ‘green’ image, which did not sit well with the emphasis on ‘lifestyle aspirations’ which SHA was trying to project; the type of cars offered (instead, SHA wanted to go for more eye-catching vehicles); and car leasing requirements, which did not fit with SHA’s inability to re-claim VAT because of its charitable status. There was very little consultation with potential users before the scheme was established, though SHA staff were consulted.

User Perceptions

22.31 The key perceptual barriers related to staff, who were particularly concerned about potential management problems, about their rights to claim mileage and essential users allowance being eroded, and about having to share cars with tenants. However, this resistance withered away once the scheme started. Tenants were also wary of it: being suspicious of it and of how it operated, but again, SHA reports that this resistance has disappeared. The one user that we were able to interview said that her attitude to other forms of sustainable travel has changed since joining the car club: she now sees the futility of trying to persuade car users to give up their preferred method of transport and instead feels that promoting smaller, cleaner and greener cars as the way ahead. If the number of people making regular journeys into towns and cities as one occupant of a four seater car could be reduced by promoting and giving incentives to drivers of small two seater cars like the Smart car then pressures on parking would be lifted almost immediately. She also said it would be interesting to see the effect if instead of getting on a bus at a Park ‘n’ Ride you picked up a Smart car!

Other General Issues

22.32 SHA believes that car clubs can only succeed if they are seen as less ‘green’ and as not just a ‘worthy’ option but a ‘sexy’ option as well: it sees the image of car clubs as extremely important in their success. It is also of the view that they cannot be an effective tool in increasing accessibility in rural areas as they need a much larger number of people using them than a rural area can provide. According to SHA, the key triggers for encouraging car clubs are where it is difficult to have a car: for instance where there is no car park or where people have to walk a long way from car park to home. SHA also believes that the car club concept doesn’t work if you need a car for work. SHA believe that to be viable a car club must have at least 3-4 cars, and a large potential membership (there has to be reasonable availability of cars: this requires a fairly substantial number of cars, and to make the economics work this requires a large membership).

22.33 SHA also believes that in several cases large organisations' pool cars could be turned into car club cars, as they are invariably locked up and lying idle at evenings and weekends. Management inertia could be one reason why these vehicles are not being fully utilised, however, other reasons may be that owners are not aware of the paper free methods of tracking use like BackTrak. However, if these vehicles were made available for use a potential marketing problem would be that large fleet vehicles tend to be essentially 'uninteresting' vehicles and that therefore they are not 'attractive' enough to potential car club members.

23 CITY OF EDINBURGH COUNCIL (PART OF EDINBURGH CITY CAR CLUB)

Use of ECCC cars as pool cars – original unmonitored system

- 23.1 When Edinburgh City Car Club (ECCC) was re-launched in October 2001, operated by Smart Moves Ltd., City of Edinburgh Council (CEC) City Development Department agreed to block-book 5 ECCC cars during working hours Monday to Friday to substitute for some leased pool cars. This cost CEC no more than the cost of the old leases (previously, when Budget Rent-a-Car was operating ECCC up to 2000, CEC did not have any arrangement for using ECCC cars). CEC's City Development Department, which covers Transport, Planning and related functions, has a number of leased pool cars, and the 5 block-booked cars are only a small proportion of this. Other departments' pool car arrangements were unchanged.
- 23.2 The ECCC cars that were block-booked are parked at the ECCC bays in Cockburn Street and Market Street, adjacent to the City Development Department offices. This is as close to CEC's offices as the normal pool car garage. On occasions, other CEC departments' staff also used these block-booked cars under special arrangements with the City Development Department.
- 23.3 Although cars were block-booked on an internet based system, the scheme used by CEC when they allocated the cars to staff users was entirely paper-based. There was one smartcard per ECCC car which was kept at City Development Department reception and collected by any City Development Department staff member when they had booked a car using the Department's pool car procedures. However, this meant that there was no reliable record of which staff members had booked and used which car, and where they had gone, and staff record-keeping could be of an inconsistent standard. For the hours the ECCC cars were block-booked by CEC they were treated as CEC pool cars for insurance purposes.

New automated individualised system for booking of ECCC cars for CEC use

- 23.4 From Monday 23rd August 2004 the old system has been replaced with a new 3-year agreement which has been drawn up by Smart Moves Head Office and CEC City Development Department and which utilises the Drive-IT electronic booking system used for normal Car Club bookings. It is aimed at providing an overall cost-reduction in CEC fleet / pool cars by providing better data and enabling higher utilisation, thereby requiring a smaller pool of vehicles and hence a lower overall cost.
- 23.5 The City Development Department started by block-booking 5 ECCC vehicles per working day. This will rise to 9 (intended to be 8 fully-dedicated and one 'floating') within the first six months of the 3-year period, though the exact phasing has still to be agreed and is dependent on demand rising and on parking availability.
- 23.6 Under the new scheme, CEC City Development Department staff wishing to use the block-booked ECCC cars book the cars on the Smart Moves City Car Clubs Bookings System accessed through the Council's Intranet and have registered with ECCC as CEC users in order to do this. Like ECCC members they will have a member ID and a pin number / password. Usage of ECCC cars by CEC City Development Department staff is documented

in the monthly invoices provided by Smart Moves who have agreed during the 3 –Year agreement to develop the reporting system to allow it to meet the needs of CEC. By ensuring that use is closely monitored it is possible that in the longer term CEC could move over to a system whereby staff could book some cars in the ECCC fleet during working hours without them having been block-booked by CEC. The new system provides better information both for CEC and for the Car Club and therefore will enable better utilisation of ECCC cars by the City Council in the future, to the benefit of both parties. By 2006 when CEC expect staff to move into new offices the greater efficiencies possible with this system may allow for a substantial part of the current CEC pool to be provided by ECCC and for the overall size of the CEC car pool requirement to have been reduced from its 2002 baseline.

- 23.7 In order to use the new system, City Development Department staff have had to register with ECCC: all staff that had previously used the cars under the old system were invited to express interest and of these staff 100 did so and were supplied with an introductory pack. Of these 100, 75 staff had registered by mid August 2004 and all by 1st October 2004: ECCC expects that about 200 staff will have registered by the end of the financial year as the new system becomes better known. This is the number of staff that have used ECCC cars under the old system at least once. In order to register, staff had to have their application approved by both their line manager and for insurance purposes by Smart Moves head office, supplying the former with their driving licence to certify a photocopy for Smart Moves. For insurance purposes registered users are treated as ECCC members, rather than as CEC pool car users as they were under the old system.
- 23.8 ECCC has given induction training to at least one staff member from all groups of City Development Department staff where some or all staff members have registered. ECCC staff are expected to be on hand to sort out parking and problems experienced by novice users if the City Car Club's Help Desk operated centrally by Smart Moves cannot resolve them.

Promotion of ECCC membership amongst CEC staff

- 23.9 Under the old system, ECCC had no details of CEC staff that were using the ECCC cars block-booked by City Development Department as they were insured by CEC, so targeted marketing of Car Club membership to individual staff members was not possible.
- 23.10 Now ECCC is taking advantage of the new opportunity to promote (normal) Car Club membership amongst City Development Department staff: only 2 of the 75 staff that had registered by mid August were already Car Club members. The introductory pack supplied to staff that had expressed interest in using the new scheme offers membership at one third off the normal price. Further marketing initiatives are possible in the future.

24 STOCKHOLM CITY MUNICIPALITY

General Background

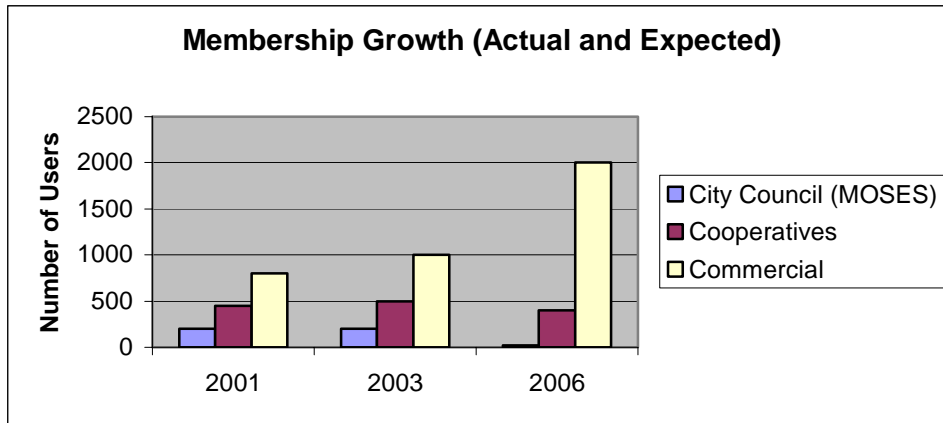
- 24.1 The capital city of Sweden, The City of Stockholm covers a population of 1.5 million (greater Stockholm area), with 750,000 within the city centre itself. The City has a strong background in the delivery of sustainable transport solutions, in response to both social values, and congestion / pollution. The development of the City Car Club (closed for City Authority employees) was a direct response to congestion and pollution in the city, and has been developed as part of the EU Moses project which has trialled car clubs in 8 European Cities (including Southwark and Sutton in the UK).
- 24.2 In addition to City Authority Car Club, Stockholm has a privately operated car club (one of only 3 in Sweden, the other 2 being in Gothenburg), and 8 co-operative car clubs. In Sweden, car clubs are referred to as car sharing, but for the purpose of this summary we have used car clubs to ensure commonality with the UK based case studies.

Operating Structure

- 24.3 This City Authority Car Club covers 5 administrations, and runs 35-40 clean vehicles (with 500 registered users). Vehicles are pre-booked using a web based interface, which indicates which vehicles are available. The system uses smartcards to access the vehicle, and the car keys are located and stored in the glove compartment. The vehicle will only unlock, and start, with a correct and valid booking, combined with the presence of the smartcard in the in-car reader. Initial opening of the vehicle doors is via a GSM link, through a dial-up mobile phone number, carried out on arrival at the car, or via an advance web-based confirmation. The car club operates a range of vehicle types and sizes, all of which are defined as 'clean fuelled'. Users of the car club pay approximately 200swkr per month membership, plus approx. 1.5swkr per mile, plus 1swkr per time unit. It has been calculated that as long as the users travel less than 10,000 kms per year, they will generally make a financial saving (depending upon the vehicle type used / owned). Car are located at a number of City Centre sites (as a rule, the car spaces must be accessible to a strong GSM mobile phone signal), and users must pick-up and return their vehicle from a common location. The minimum age for membership is 18 years.

Impact and Effectiveness

- 24.4 The scheme has proven to be a great success - the technology has been proven, and the uptake by users has been significant. The following graph summarises the growth levels to date (plus projected to 2006)



Successes / Failures

- 24.5 The success of the scheme is largely due to the high level of political support given to the initiative. There has been a statement made regarding the desire to develop car clubs for all 17 Districts in Stockholm, and this is helping to establish local support. In particular, this statement is expected to enable the dedication of car parking spaces to be undertaken (through the real estate administration), and can be offered to car club operators either free of charge or heavily discounted.
- 24.6 Car Club members already receive some level of financial gain through the taxation system, and this is currently under further review.
- 24.7 For example, car club vehicles are exempt from VAT (which is charged on car rental vehicles for example). Staff that currently use a car club vehicle, are taxed as a 'perk' if they use the vehicle for private use for more than 10 times or 1000kms each year - this is currently being investigated, but will require national legislation to change the system. Car club users are exempt from the mileage duty paid on car use (2.5swkr per kilometre) In addition, the spaces used by car club vehicles are generally free of charge (normally approximately 1,000swkr per month). Currently many employees in the City have permit to use their private car in duty. Such a permit gives them the right to park free of charge during working hours at city parking areas or garages and they also get paid about 2,50 swkr per kilometre driven on duty. By introducing car clubs which are available for employees on duty the City hopes to remove the permits to use private cars which will save both money and the environment, since there will be mostly clean vehicles in the car clubs.

Supporting Measures / Alternative Approaches Considered

- 24.8 One of the key drivers for success will be the forthcoming introduction of congestion charging - which is due to be trialled in June 2005, with a vote on the long term future of congestion charging due in August 2006. The congestion charge will be based around a cordon, with a variable charge (based on time of day) of between £1 and £2 per crossing (with a maximum cost of £6 per day). Whilst users of car club vehicles will not be exempt by right, all 'clean fuelled' car club vehicles will be exempt from the charge.
- 24.9 The scheme is well coordinated with Park and Ride, with the public transport heavily subsidised (approximately 50% subsidy). A month season ticket is approximately £60 for

unlimited use, which is considered to be a cheap cost for travel. The quality of public transport vehicle is high, with many alternatively fuelled vehicles (including ethanol and fuel cell powered vehicles).

Integration with Other Schemes

24.10 The car club is well integrated with other transport modes. The smart card can be used for all City Taxi journeys, and the operators are currently looking to integrate with the public transport operators (some initial technical problems are currently being examined in detail).

Marketing and Promotion

24.11 A mobility centre is due to be launched in early 2005 that will promote the implementation of car clubs in all 17 districts in Stockholm. This centre will coordinate all promotional material including posters, fliers, e-mails and radio / TV advertisements.

Research and Development

24.12 The long term aim for car clubs in Sweden is for the private scheme developers to run and develop and manage all schemes (i.e a migration away from some of the publicly run initiatives). This includes the private operators and cooperatives. The main mechanism for this promotion will be through tax incentives, the delivery of low cost dedicated parking, and strong on-going political support.

Support/Consultation

24.13 One of the key drivers of success has been the strong level of political support. The private car club operators developing the market in Stockholm do not receive any level of financial support / subsidy, but the political backing, including tax incentives for car club membership, ensures the prospect for further developments remain strong.

User Perceptions

24.14 The system has proven to be very reliable and is well liked by the end users. Full user surveys have been recently completed, and will be reported in the final MOSES deliverable (due in January 2005). The two user groups most likely to use the car club are:

- young / well educated couples, often with small children; and
- well educated professionals in the 40/50 year age bracket.

