Shared transport:
an action kit
for employers

TRANSPORT
SCOTLAND
CÒMHDHAIL **ALBA**

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Introduction

Scotland has a legally binding target to achieve net zero carbon emissions by 2045. However, there is a long way to go to get there. Employers and businesses have huge power to effect change and an important role to play in tackling climate change.

Prior to the pandemic, over two thirds of Scotland's commuters drove to work by car or van, and 66% of all car journeys in Scotland were single occupancy trips. Over the past year we have seen big changes in the commute to work because of Covid-19 with more people working from home. However, travel by public transport has fallen and the proportion of trips made by car has increased. This presents a worrying shift.

As the Covid-19 restrictions ease and more people return to the workplace, there is an opportunity to do things differently.

This Action Kit will help capitalise on this opportunity by giving organisations the tools to re-think business and employee travel to help cut emissions, cut costs and benefit employees.

It also highlights examples of best practice from a range of organisations who have used shared transport to address a number of challenges.

For example, Highland Council saved £900,000 in one year by introducing a car club for business travel while in the case of Arup, the company reduced parking pressures at its site in Solihull by introducing a series of 'carrot and stick' measures designed to change behaviour - and it worked.

We hope this guide will inspire others to take action and create change in their workplaces for the benefit of employees, communities and the planet.

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About this action kit

This action kit can be used by any organisation from small start-ups to large corporations, and is applicable to the private, public, and third sectors. The information and guidance can be used by finance, HR, sustainability, fleet, and procurement professionals.

It gives organisations the knowledge and tools to effect change and get started on their journey to more sustainable ways of travelling.

It has been produced by CoMoUK with input from Cenex.

CoMoUK is a charity that promotes the environmental, economic, health and social benefits of shared transport. It raises awareness of shared modes through the collation of best practice, and gathers evidence to support the growth of the sector.

Cenex is an independent, not-for-profit research technology organisation with expertise in lowering emissions through innovation in transport and energy infrastructure.

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How you can take action!

Here is a step by step guide to help you rethink your business and employee travel, and take action to effect change.

Step 1 – Identify your goals

Identify the issue you want to address. Be as clear as you can be on what problem(s) you are trying to solve and what your aims are. Examples may include reducing on-site parking pressures, reducing grey fleet mileage claims, and/or encouraging staff to travel more actively and sustainably.

Step 2 – Assess current travel patterns

Once you've identified your goal, you should assess current business and employee travel so that you have a greater understanding of current travel patterns and behaviour. The detailed 'How-to' guides contained on page 20 in this action kit explain how to collect and analyse data from grey fleet claims and staff travel surveys.

Step 3 – Choose your shared transport intervention(s)

An overview of shared transport modes (car share, bike share, ride share and demand responsive transport) and the benefits to organisations is covered in the first section of this action kit from page 7. CoMoUK is on hand to offer implementation and procurement advice, and we can put you in touch with shared transport operators who may be able to offer you a trial before making a commitment to their services.

Contact scotland@como.org.uk to arrange a free trial.

Step 4 – Choose your behaviour change intervention(s)

Simply selecting your shared transport mode(s) is not enough to make change happen and change entrenched patterns of behaviour. That is why this action kit contains detailed advice on the behaviour change interventions that an organisation can take to effect change from page 14. Interventions include those that target the individual, those that target the social/cultural sphere, and those that target the material/physical environment.

Step 5 – Stakeholder mapping and engagement

Once you've identified which shared transport intervention(s) and which behaviour change intervention(s) you would like to pursue, you should consider who the key stakeholders are in relation to those particular interventions. You can use the stakeholder analysis matrix included in this kit on page 15 to identify key stakeholders, help develop a communications plan, and ensure your shared transport initiative gets off to a flying start!

Contact scotland@como.org.uk if you would like any further help or advice from our team of shared transport experts.

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Highland Council saved £900,000 by switching to a car club

Challenge
Highland Council staff work from multiple offices across the Highland region. The large area and lack of public transport meant staff generally used their own vehicles for business trips and reclaimed costs from the council. Analysis by Highland Council found this was costing significant amounts of money, as well as having a negative impact on attempts to reduce emissions.

Solution
Working with Enterprise Car Club, Highland Council deployed 60 shared vehicles at 21 offices for use by staff. Most of these are hybrid, with EVs available for shorter trips. The scheme was launched in 2018 with all funding coming from the council itself.

Impact
Since the partnership began, Enterprise Car Club and pool car rental has contributed to an estimated 649 tonne reduction in CO_2 emissions in the Scottish Highlands by transferring grey fleet mileage onto their fleet of hybrid and electric vehicles. The majority of the fleet are plug-in hybrids which are available to book by the hour or by the day by employees who would previously have used a personal car. Along with the 37% reduction in carbon emissions since 2018, there has also been a 28% drop in business mileage and a reduction in business travel costs of over £900,000.

Reasons for success
The factors that helped make this scheme work were:

- In-depth data gathering by Highland Council on travel behaviours to help select the best option

- Good communication with employees to support deployment, including Q&A days in offices
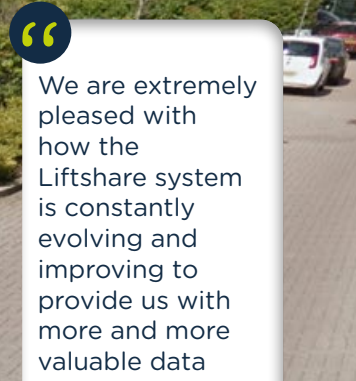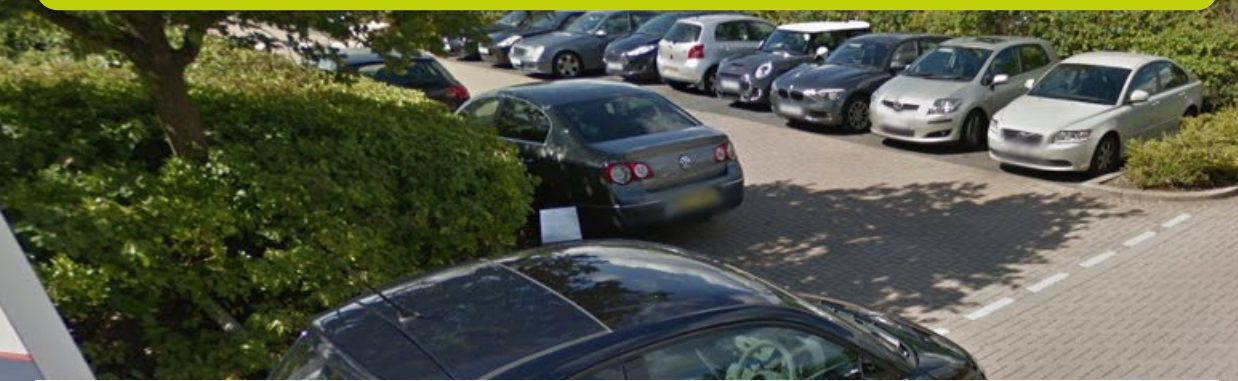
1.6 million
fewer grey fleet miles

£900,000
reduction in travel costs

649
tonnes of CO_2 saved

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> "
> We are extremely pleased with how the Liftshare system is constantly evolving and improving to provide us with more and more valuable data
>
> The whole Liftshare scheme has been a huge success for Arup and very much helped to alleviate our car park issues. We would be more than happy to recommend their services to other businesses.
>
> **Arup**
> "

Arup tackled parking problems at its site by introducing a ride sharing scheme

Challenge
At Arup's Solihull office, limited parking at the site meant there were daily issues with access to spaces and double parking. Arup worked with Liftshare to assess the potential for increasing ride sharing amongst employees. It then dedicated a third of the parking bays on site (approximately 100 bays) for the exclusive use of ride sharers.

After launching in March 2017, the scheme started to lose momentum, with staff feeling others would abuse the ride share parking incentive, which the company's parking team were unable to enforce.

Solution
The scheme was relaunched in 2019 using Liftshare's Smart Parking technology. This connects Arup's Liftshare scheme, parking permits and trip authentication together into one package, assuring the company and its employees that commute trips are being shared.

Arup can access a dashboard to see at a glance how many authenticated trips have taken place, which members have authenticated a trip, and when and where they have done so.

If employees share a lift they are guaranteed and prioritised a parking space over a single occupancy vehicle.

Single occupancy vehicles take the risk that there will be no parking available to them when they arrive on-site.

Arup also introduced a number of other shared transport options for staff including an on-demand shuttle bus from a nearby train station to the site.

Impact
The scheme has had a significant positive impact for Arup:

• 83% of the staff at the Solihull site are signed up to Liftshare

• 56% of staff members have shared a commute

• Parking problems are resolved, with no double-parking incidents reported since July 2019

• An estimated 6.5 million miles of car travel have been avoided, which Liftshare estimates has saved staff around £1.6m in fuel costs

• Emissions have been reduced by an estimated 1,500 tonnes CO_2 and 6.6 tonnes of NOx

• Feedback from visitors to the site has been positive, finding the site more welcoming as a result

• An unexpected benefit has been the mixing of staff from different parts of the organisation while ride sharing, opening opportunities for new employees and graduates to mingle with longer term and more senior staff

Reasons for success
The factors that helped make this scheme work were:

• Prioritisation of parking for sustainable travel

• Buy-in from senior management, with a willingness to look at the long term vision rather than the short term

• Clearly communicating changes to parking policy to all staff, and allowing opportunities for feedback and discussion via an open forum training event

83%
of staff at the site signed up to Liftshare

56%
of staff members have shared a commute

Parking problems resolved, no double-parking incidents

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What is shared transport and what are the benefits for your organisation?

Car sharing

Car clubs are pay-as-you-drive schemes which allow members (individuals or organisations) to book vehicles for the time that they are needed, from as little as one hour, and pay only for the hire time and the distance driven. Members typically pay an annual fee to join the scheme and a per hour and a mileage charge to hire a vehicle. Scheme operators cover running costs such as insurance, tax, fuel, cleaning, and servicing. Businesses can become corporate members which allows their employees to book car club vehicles for work trips.

Pool cars are a fleet of vehicles provided by an organisation for use by staff for work trips. Car club operators can provide vehicles to be used as pool cars during business hours. Depending on the model chosen, the vehicles can be available for both the organisation and the public to book, or they can be block booked throughout the working week for corporate use.

What is grey fleet?

Grey fleet is where employees use their own cars for business travel and get reimbursed for the mileage, typically at 45p per mile.

Benefits of car sharing

- Organisations can improve the efficiency, cost, and safety of employee travel by encouraging use of car club vehicles or pool cars in place of 'grey fleet', where employees use their own cars for business travel and get reimbursed for the mileage

- Car club vehicles are typically newer and have lower emissions than the average privately owned car

- Providing a car for work journeys can help to encourage employees to leave their own cars at home and travel more sustainably to work, which can help to reduce on-site parking pressures and congestion

- CoMoUK's research consistently shows that shared transport accelerates modal shift: since joining a car club scheme 16% of members walked more, 10% cycled more and 26% cut their private car use[1]

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Benefits of car clubs

- **Mileage reduction**
  Switching to a car club can reduce business miles driven as staff only use a car when needed for business use. This can reduce or eliminate grey fleet miles and mileage payments, and help to cut an organisation's carbon emissions.

- **Reduced number of vehicles**
  With a typically higher number of users per car, car club vehicles tend to have a higher utilisation rate and more rational use per vehicle. This can result in a reduction in the overall number of vehicles required and cost savings for the business.

- **Newer, fuel efficient vehicles**
  Car club vehicles are typically newer and have lower emissions than the average privately owned car. Car club cars produce 37% less CO_2 from tailpipe emissions than the average UK car, and 60% of the car club fleet in Scotland is either electric or hybrid.

- **Convenient locations**
  Car club cars are typically located in on-street bays meaning members have only a short walk to collect a car, rather than having to go to a central depot. Businesses may also be able to have dedicated car club vehicles on-site.

- **Car maintenance**
  Car club cars are cleaned and maintained by the car club operator. This means an employer doesn't need to do MOT checks on private cars that are being used for business travel, or have to maintain their own fleet of vehicles.

- **Breakdowns and repairs**
  If a car has to be taken off the road for any reason, members of the car club scheme can access other cars until it is returned or replaced. It is also the responsibility of the car club operator to repair or find a replacement.

- **Selection of car types**
  Car clubs have a variety of sizes and types of cars and vans so members can select the vehicle that most suits their needs.

- **Access to a network of cars**
  Members of a car club can use any car in the scheme's network. For example, an employee could get the train to the nearest train station then pick up a car club car to do the final part of their journey, rather than driving all the way.

- **Duty of care**
  All employers have a duty of care over their employees, which includes travelling for business purposes. If employees are using grey fleet then an employer should conduct annual driver's licence and MOT checks. By using a car club, all checks for vehicles and drivers are done by the car club operator.

- **Reduced administrative burden**
  All bookings are processed by the car club operator, which reduces administration for the employer, and by using a car club instead of grey fleet, it eliminates the need for employers to process mileage claims.

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Ride share

Ride sharing, lift sharing or carpooling (hereafter described as ride sharing) simply refers to sharing a journey – usually by car – with at least one other person. In a workplace context, this can be used for commuting journeys and business trips.

Ride sharing is often organised informally between employees who share a similar commute to save money and for social benefits. However, there are ride sharing platforms that can be used by organisations which now make it easier for people to find and share rides with colleagues and neighbours.

Ride sharing, increases car occupancy levels using existing assets, existing journeys and existing infrastructure, which has a positive impact on reducing carbon emissions.

Research from Integrated Transport Planning commissioned by CoMoUK, revealed that ride sharing prevents an additional 1.1 million vehicle kilometres and saves more than 118 tonnes of CO_2 each working day in Scotland. It is also estimated that more than 20% of employees of large organisations could ride share with the right programme of incentives in place.

There is a huge potential to increase the impact of ride sharing in Scotland. CoMoUK estimates that almost 50% of all commuter car trips in Scotland could be shared. This would reduce CO_2 emissions by 135,000 tonnes per year.[2]

Benefits of ride sharing

- It can reduce on-site parking pressures as fewer parking spaces are needed when employees share the journey to work

- It can help cut congestion around the site and reduce the environmental impact of businesses by cutting commuter emissions to and from work

- It is estimated that regular ride sharing can save users around £1,000 per year

- It can improve staff recruitment and retention: by offering sustainable travel options it means employers can recruit from a greater radius and from locations that might not be served by public transport

- It can improve employee health and wellbeing - it is estimated that ride sharing the commute to work can reduce stress in over 40% of people[3]

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Bike share

Bike and e-bike sharing schemes work in similar ways to car clubs and pool car schemes. They provide users with access to bikes when they need them, for the time they need. As with cars, an organisation can either provide staff with membership of an existing shared bike scheme run by a private sector operator, or it can procure and manage its own fleet of bikes.

There are many benefits to businesses from introducing shared bikes and e-bikes into the workplace including improved health, reduced sickness, improved journey times, and less need to provide parking spaces. E-bikes are rapidly increasing in popularity as range on a single charge increases and costs come down. They can open up cycling to users who may otherwise not feel confident riding on the roads, and allow longer trips to be made on two wheels.

Benefits of bike share

- Cycling, even for short distances, can have a very positive impact on employee health and wellbeing and reduce sickness. In Scotland, two thirds of bike share members report physical health benefits from using a scheme and 41% report mental health benefits[4]

- Organisations can improve the efficiency and cost of employee travel by encouraging the use of bike share or pool bikes in place of grey fleet, where employees use their own cars for business travel and get reimbursed for the mileage

- Cycling to work can improve commuter journey times and reduce stress in employees

- Encouraging more people to cycle to work can reduce commuter emissions and cut on-site parking spaces

- Bike share schemes boost public transport use. CoMoUK's research shows that it is used interchangeably with public transport - 27% of bike share members use it in conjunction with the bus, and 25% with the train[5]

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Demand responsive transport

Demand responsive transport (DRT) services provide on-demand transport using fleets of vehicles scheduled to pick up and drop off passengers in accordance with their needs. It is an intermediate form of transport, offering some of the mass transit benefits of a bus, but with flexibility and convenience closer to a taxi service. The key feature of DRT is the flexibility of routing and timetabling in response to user demand.

Benefits of DRT

- It can provide an alternative to single occupancy car journeys for commuting and reduce demand for car parking spaces

- It can provide a convenient, low-cost solution for users, and lowers total emissions by reducing the number of vehicles on the road

- It can help to solve recruitment challenges by providing low-cost journey options where there is a lack of other public transport provision

Implementation and procurement

The approach to implementing a shared transport scheme or procuring a service will vary for different organisations. Some companies will be able to implement services directly from a single supplier, whereas public sector bodies will need to undertake a competitive procurement exercise.

CoMoUK has an accreditation scheme for car clubs and bike share schemes, which can help as it provides standards for operators and gives local authorities and businesses assurances when procuring services.

More information about our accreditation scheme and a list of accredited car club and bike share operators can be found on our website.

Costs of establishing schemes also vary depending on the requirements of the organisation. Shared transport operators may also be able to offer a trial of their services before making a longer-term commitment. Contact scotland@como.org.uk for more information and operator contacts.

CoMoUK has also developed detailed procurement guidance for car club and bike share schemes to help local authorities and other public bodies with the process. More information can be found on our website.

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Siemens cut travel costs by 28% by introducing a car club

Challenge
Siemens approached Enterprise Car Club to help it meet four objectives: reducing the size of its pool car fleet, cut costs, improve vehicle utilisation, and enhance its use of digital processes.

Solution
Siemens and Enterprise Car Club worked together to undertake detailed analysis of employees' travel plans. Poorly utilised pool vehicles at Siemens' Lincoln and Aberdeen sites were gradually replaced with car club vehicles managed by Enterprise. 20 pool vehicles have been replaced with just 14 car club vehicles.

Impact
The vehicles have been used for nearly 1,200 trips in the first 12 months of deployment. Siemens estimates this has saved 28,000 miles from its delivery and collection business units, cutting travel costs by 28%.

Other benefits include reduced costs associated with delivering and collecting vehicles from their sites, and a reduction in use of daily rental vehicles.

Reasons for success
The factors that helped make this scheme work were:

- Siemens had a clear understanding of the nature of the problem that it faced

- Enterprise Car Club has helped it move from a non-managed system to a managed approach, making it easier to monitor vehicle utilisation and report cost savings

1,200
vehicle trips made in the first 12 months of deployment

28,000
miles saved from Siemens' delivery and collection business units

28%
cut in travel costs

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Case Study The Pump House, Nottingham

The company brought in a fleet of e-bikes to reduce car use for short journeys and help staff travel safely during the Covid-19 pandemic

Challenge
Pump House supplies ancillary products to the global heating, ventilation, air conditioning and refrigeration markets. The company has 40 members of staff based at two locations in Nottingham: a head office and a 60,000 square foot warehouse. Though only a short distance apart, staff were using company fleet vehicles or their own cars to travel between the two sites.

Solution
In 2018 the company signed up to Nottingham City Council's Ultra Low Emission Vehicle (ULEV) Experience programme, which aimed to help businesses reduce their transport carbon emissions. This included a business travel review; funded trials of electric vehicles; and grants for infrastructure to support shared and active travel.

Results from the review and a staff travel survey were used to support an application for funding from the ULEV Experience programme for the acquisition of plug-in vehicles, chargepoints, and shared e-bikes. The e-bikes are available as pool bikes for use by all staff. Pump House also implemented a ride share scheme to reduce emissions from commuting journeys.

Impact
Initially there was uncertainty about how staff would respond to the scheme and whether it would be regularly used. The company's records show that bookings increased by around 50% through 2019-20 as staff became more familiar with the e-bikes and more confident using them. In the third quarter of 2019-20, there were a total of 137 bookings made for an e-bike.

The Covid-19 pandemic and associated restrictions forced the company to pause its ride share scheme, and travel in its pool vehicles also fell significantly. However, the e-bikes were used every day. Some staff started to use them for their regular commute as they were uncomfortable using public transport, providing an unexpected additional benefit.

Reasons for success
The factors that helped make this scheme work were:

- The shared transport initiatives are strongly supported by the managing director, who is passionate about reducing the company's carbon emissions and other environmental impacts

- Extensive engagement and data analysis undertaken as part of the ULEV Experience programme to decide which measure would be most effective and appropriate

- The company has a strong team ethos which has helped secure employee buy-in for its low carbon initiatives

> "I find using the e-bikes are better than using company vehicles which are not helping the environment. The e-bikes are very helpful for getting from site to site and save time and energy. This helps us to be greener as a company.
>
> **Adam Brown,** Warehouse Operative at the Pump House

> "The electric vehicle trial has been something that our staff have embraced positively, and having EV charge points on site has made it easy to implement. As well as other measures to help our staff travel to and from work in a greener way, we are now considering how we can adopt an electric van to transport goods from our warehouse.
>
> **Dave Bass,** Pump House Managing Director

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Taking action and changing behaviour

The information in this toolkit can help organisations get started on their journey to more sustainable ways of travelling.

There are many potential benefits for employers who introduce alternatives to single occupancy car use for business and commuting travel. The most obvious is cost, particularly for grey fleet travel, for which employees are typically reimbursed at 45 pence per mile.

There are other factors too including reducing the demand for on-site parking. In the case of Arup, which is detailed in a case study earlier in this guide, they introduced 'carrot and stick' measures to bring about the desired change in behaviour and reduce parking pressures at their site. They provided incentives to employees to share the ride to work, giving priority parking spaces to ride sharers and offered a taxi home to employees in case of an emergency but they also significantly restricted parking for lone drivers. The

comibination of these measures led to 83% of staff signing up to the Liftshare platform and over 50% regularly sharing the ride to work.

Before considering shared transport options, organisations may want to gain a greater understanding of how employees are currently travelling for business trips and commuter journeys.

There are different ways to do this but two common starting points are analysing current grey fleet travel and conducting a staff travel survey.

Appendix 1 of this guide provides further information on what data to collect, how to collect and analyse it, how to use the findings, and common barriers and how to overcome them.

Changing behaviour

The first section of this guide set out the shared transport options available to organisations to make business travel and employee commutes more sustainable. But simply providing alternative forms of transport will not be effective. Without help to make the switch, employees are likely to stick to current ways of travelling. Some organisations try to overcome this by providing information, such as leaflets, posters, and communications at team meetings, in the hope that this will create the desired change. This can be a good starting point, but studies have shown simply providing information is rarely effective.

This section of the Action Kit explains what organisations can do to make a successful behaviour change campaign work including:

1. **Planning for change:** Questions organisations can use to help define and target a specific behaviour

2. **Intervention suggestions:** Ideas for measures organisations can implement across three areas: individual behaviour, the social environment, and the material or physical environment

3. **Stakeholder mapping:** Identifying and evaluating the influence and interest of groups and individuals

4. **Evaluation:** Tips for evaluating the effectiveness of interventions, using the baseline metrics (financial, environmental, and individual)

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1. Planning for change

Organisations should start by being clear about the target behaviour(s) that they want to address. Make this as specific as possible, as this makes the rest of the process more straightforward, reduces the risk of competing priorities, and allows for better impact evaluation.

Key questions to help identify a specific target behaviour on which to focus.

- **What needs to change?** Think about the behaviour and not the outcome. More sustainable travel is an outcome, so consider what different behaviours or actions will lead to an increase in sustainable travel.

- **Where is the behaviour performed?** Is it location specific? Consider what travel options are available already. For organisations with multiple locations these will need to be considered separately to ensure that interventions are appropriate to their local travel context.

- **When is the behaviour performed?** Does the time of day or season affect choices? Commuter travel journeys are generally made at consistent times of day. Organisations can use this to influence people's decisions first thing and at the end of the day. Seasons may have a significant impact on how employees choose to travel, particularly for commuting. Consider promoting active travel in the spring and ride sharing in the winter. Local business journeys may be made by e-bikes in the summer, but this will be less attractive in colder months. Often the decision on how to travel for business is made when the site visit or meeting is booked, so it is important to influence decision making at this point.

- **Who will the intervention target?** Campaigns could be focused on groups such as new starters, a specific department, or employees that live within a certain radius of their place of work. Another consideration could be employees' access to other forms of travel, such as private transport or private car ownership. People's motivations and ability to change will be different depending on their personal circumstance. For example, a single person who lives alone will have different travel requirements than a parent who does the school run on their way to work; the former is likely to be more open to considering alternatives to driving. It is vital to account for such differences when planning interventions.

2. Intervention suggestions

There are a wide range of interventions available to organisations to support the deployment of shared transport. The Scottish Government has adopted an ISM (individual, social, and material) behaviour change model to help practitioners seeking to enact behaviour change. In this guide we set out the individual, social and material interventions that organisations could deploy to effect change.
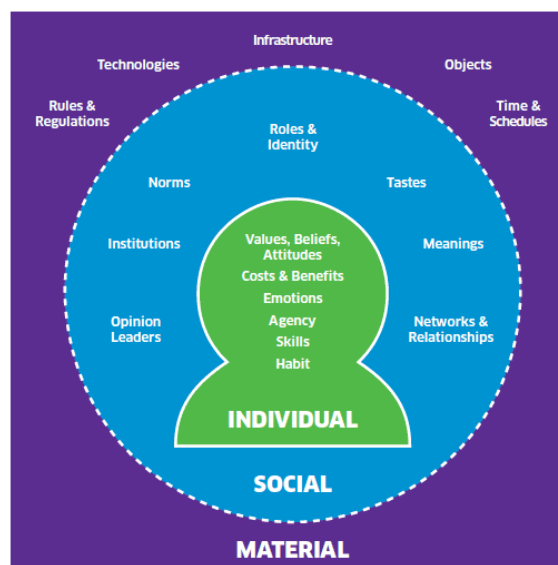
Scottish Government ISM behaviour change tool

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Individual: suggested interventions for targeting individuals

Overview of intervention	Intervention examples
Disruption to normal behaviour • Travel choices are hugely influenced by habit. This is particularly true for commuting as this is a frequently repeated activity. • Changes to working patterns due to the Covid-19 pandemic provide an opportunity to change ingrained habits. Other forms of disruption such as roadworks could also be leveraged to change habits. • Habits can be most effectively disrupted when there is a change in circumstances. Targeting employees who are new to the business or have moved location is recommended.	• Email updates to employees to make them aware of local travel disruptions and suggest alternative ways of travelling. • Include information on shared transport in the induction process for new employees, including instructions on joining and using the service. • Trial shared travel days or a week of action to encourage people to change for a short period can help a longer-term switch. Note that more than a couple of days will usually be required to change habitual patterns. • Make using shared transport the path of least resistance, for example through automatic or opt out membership of shared transport such as the organisation's pool car scheme. • Discourage the use of private single occupancy vehicles, for example requiring employees to apply for a parking permit.
Commuting time • Commuters consistently choose to travel by car if it is the quickest option 'on paper', even though congestion frequently means it takes longer – and is more stressful – than an alternative mode. • Behaviour change interventions could target this and encourage more analytical decision making.	• Recruit a sample group of employees to log their driving journey times for a week, and compare them to the expected journey time by bicycle, e-bike, or public transport. Share results with other teams or departments via internal communications channels. • Use incentivisation techniques such as feedback, rewarding, and monitoring to encourage other staff to undertake their own analysis of journey times and experiences. • Consider developing a simple cost and time calculator in Excel or hosted on the intranet to promote these exercises. • Organise follow-up workshops or 'test days' to induce long-lasting change.
Quality and provision of suitable alternatives • Access to alternative forms of transport falls under the material environment (see table below). However, it is vital to also identify and overcome perceived barriers such as access, cost, time, and emotional response.	• Provide a mechanism for employees to share positive and negative experiences, supported by troubleshooting of problems and provision of support to staff as required. • Help employees to create 'if-then' plans to overcome barriers. If-then plans commit individuals to taking a certain action in a specific situation. For example, 'if I accept an external meeting request, then I will refer to the organisation's travel hierarchy to identify the most sustainable mode of transport'.

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Social: suggested interventions in the social environment

Overview of intervention	Intervention examples
Organisational culture • Organisational culture shapes and influences individual behaviours and attitudes. Employees are more likely to adapt their behaviour and travel more sustainably if they see this is aligned with the organisation's attitudes and social structures. • Culture is partly driven by the perception that senior staff are leading by example.	• Develop communication campaigns to create an identity for the organisation as a place that is sustainable and where using shared and active travel is promoted. This can be done through publicity but should be reinforced with action and investment. Campaigns should aim to normalise the use of shared transport. • The use of shared travel for business travel can create a culture in which using alternatives to the car for commuting is seen as more normal as well. • Ensure senior management or executives are aware of measures to reduce car use and that they are making changes themselves. Create internal publicity around such changes to maximise impact, such as through case studies.
Travel policies • While creating the right culture can help influence change, policies may be needed to mandate desired behaviours.	• Publish a travel hierarchy requiring – in preferential order – the use of active travel, public transport, or shared transport (such as an e-bike or pool car scheme) for business travel. Ensure that use of grey fleet is seen as a last resort option. • Where grey fleet must be used, ensure policies are in place to encourage ride sharing, control reimbursement, and mandating minimum standards for vehicles.

Material: suggested interventions in the material environment

Overview of intervention	Intervention examples
Ensure suitable shared transport is available • Provision of appropriate shared transport is vital to encouraging employees to reduce private car use. • Vehicles or e-bikes must be available, reliable, clean, and provide a good user experience. The same applies to any supporting infrastructure such as Electric Vehicle chargepoints or booking systems.	• Review current levels of access to shared transport and supporting infrastructure. Engage with staff to find out what investments they think the organisation should make to encourage increased use of shared transport. • Review the alternative modes available on the market and procure vehicles or a service from the relevant supplier. • Set up relevant supporting infrastructure, such as chargepoints for electric pool cars, secure bike storage, showers and changing facilities, and a booking system.
Parking allocation • Restricting access to parking spaces can be effective in discouraging commuting by car. • This must be implemented in conjunction with provision of alternatives and careful employee engagement. It can be something of a blunt instrument and may be resisted by employees.	• Provide preferential parking, such as bays near the workplace entrance, for employees sharing trips or vehicles. • Reduce the total number of parking spaces, with guaranteed space for ride sharers and a restriction on the number of days per week that someone can park on site if not ride sharing.

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The tables above outline some interventions that can be implemented, and there are many others. Choosing the right options is organisation-specific, but the questions below can help inform the decision making process.

Key questions to help behaviour change decision-making:

- **How practical is it and how effective will it be?** An intervention must be appropriate to and accepted by the target audience and be a good fit with their day to day ways of working and travel needs. It also needs to be deliverable within any resource constraints, such as availability of staff time, or physical space on site.

- **What is the cost and is it affordable?** The intervention must be affordable within an agreed budget. Consider whether it needs to provide a financial return on investment, or instead whether it is acceptable to increase costs while substantially reducing GHG emissions. This will depend on internal organisational priorities.

- **Are there risks of unwanted impacts or safety considerations?** It is important to consider what side-effect or unintended consequences may occur from the intervention, and how to mitigate these. For example, providing familiarisation training for EVs, or safety training and equipment for e-bike riders.

- **Is it equitable? Will it impact anyone unfairly?** Consider whether the intervention may reduce or increase equity between your employees, across areas such as finance, health, wellbeing, and access to opportunities.

This provides a framework to review possible interventions and determine which to pursue.

3. Stakeholder mapping and engagement

After choosing an intervention(s), organisations should then consider who the key stakeholders will be in relation to a particular intervention, and assess the extent to which they might influence or have an interest in the proposed change.

- **Interest** is the level of importance each stakeholder is expected to place on a particular intervention. For example, employees who drive to work will place high importance on a scheme which aims to discourage this option.

- **Influence** is the power a stakeholder has to effect an outcome, including through influencing the attitudes or actions of others. For example, in public sector organisations, unions may have significant influence over the implementation of a proposed measure.

Assigning a score to each stakeholder can be used to develop a stakeholder matrix, like the example shown in Figure 1 below. The results can be used to inform a communications plan and help prioritise resources.
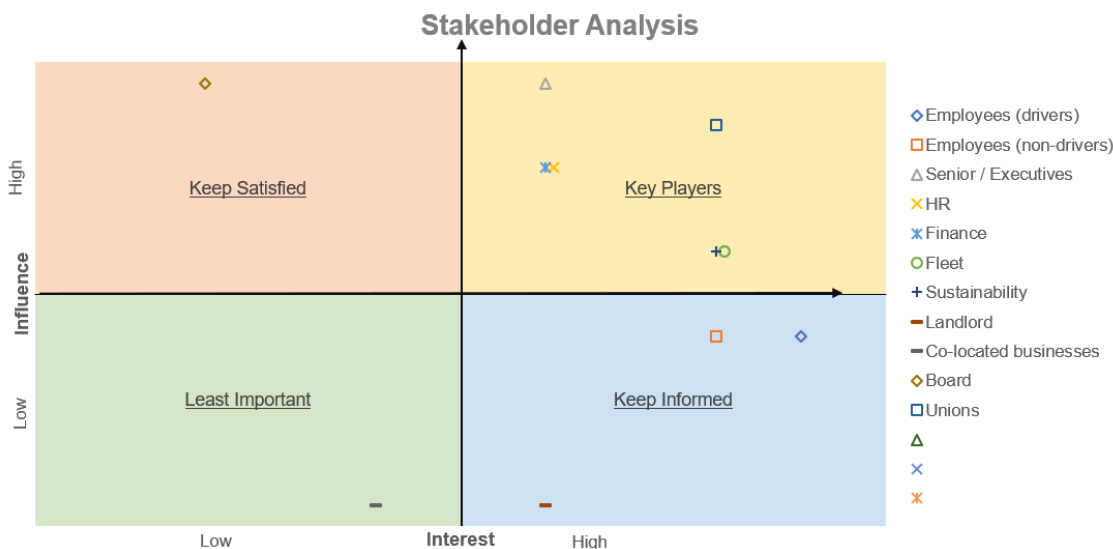

Figure 1: Example Stakeholder Matrix

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4. Evaluating interventions

Organisations should measure and monitor behaviour change interventions against financial, environmental and individual metrics to understand the effectiveness and cost-effectiveness of different measures.

This should comprise:

- **Financial:** Calculate the capital and operational cost to the organisation for providing shared transport, and compare these to costs previously incurred. Note that many investments, such as for a fleet of e-bikes or electric pool cars, may take months or even years to provide a financial return.

- **Environmental:** Recalculate the GHG emissions associated with business travel and commuting journeys. Emissions from plug-in vehicles, including e-bikes and e-scooters, can be calculated using conversion factors published by the UK government, combined with data on electricity consumption.

- **Individual:** Assess employees' satisfaction with the availability and use of shared transport for business trips and commute journeys.

Financial and environmental costs and benefits should be modelled at the outset, and then updated with real-world data when it is available. Setting targets for cost savings or emissions reductions can help guide regular progress monitoring and provide a structure for reporting and judging success.

Bear in mind that there will likely be some secondary benefits which are more difficult to quantify, but qualitative work should be undertaken to collate them, and the results disseminated. These include reputational benefits, improvements to customers' and shareholders' perceptions of the organisation, and opportunities for external PR.

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How-to guide: collecting data from grey fleet claims and staff travel surveys

This section provides information for employers on what data to collect to measure current travel patterns and behaviour, how to collect and analyse it, how to use the findings, and common barriers and how to overcome them.

Collecting data

The below shows which data items could be collected to gain a good knowledge of how employees travel.

Data source	Items (essential and desirable)	Reason
Grey fleet claims	Individual trip mileage	To calculate emissions from the grey fleet and understand travel patterns
	Trip date and time	To ensure trips are logged for the correct financial year and to observe seasonal variations in grey fleet use
	Trip cost	To check HMRC rates are being correctly applied: 45 pence per mile up to 10,000 miles per year and 25 pence per mile thereafter
	Employee details (name and department)	To understand which departments and employees are claiming the most mileage, so they can be approached to understand the reasons
	Vehicle details (vehicle/fuel type, vehicle age, fuel economy)	Employee vehicles are often older and more polluting than modern vehicles, so vehicle data should be used to calculate GHG and pollutant emissions
	Trip start and end location	To create a heatmap of grey fleet activity, to help select the most appropriate alternative mode of travel
	Reason for trip	To understand how important trips are and whether they could be avoided altogether
Staff travel surveys	Employee information (department, vehicle details, home address)	Employees' home addresses can inform development of personal travel plans with information on appropriate transport modes for commuting. GDPR policies need to be in place before collecting any personal data
	Business trip patterns (mileage, trip reasons, locations, etc.)	This data will complement the grey fleet claims if some of the data in the claims is not available or incomplete
	Commuting patterns (mileage, frequency, locations)	This data is not present in the grey fleet claims and therefore needs to be collected via a survey
	Attitudes towards alternative modes of transport	To understand how keen and capable employees are to use these technologies and the reasons for this
	Attitudes towards remote working	To understand the ability and desire of employees to work from home to reduce the overall need for travel

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Grey Fleet Claims – Additional Guidance

• Employees typically complete grey fleet claims forms several days after a trip was made, or even at the end of the month when expenses are due; this delay plus the manual data entry can lead to inaccuracies

• Claims are often rounded up to the nearest five or ten miles, causing inflation of up to 25% in the value of the submission

Staff Travel Surveys – Additional Guidance

• Staff surveys should be hosted via an online platform, rather than via hard copy or undertaken verbally at team meetings

• Surveys should be brief, ideally taking fewer than 15 minutes to complete to keep respondents engaged through the process

• Distribute surveys via team leaders or managers as the response rate is likely to be higher if the survey comes from someone the employees know and work with regularly, rather than a central department such as HR

Analysing data and using findings

Grey fleet data and employee survey results should be analysed against three metrics to allow a comparison to be made once alternative forms of transport have been deployed:

• **Financial:** Calculate the current costs to the organisation and to employees of business travel and commuting journeys.

• **Environmental:** Estimate the GHG emissions associated with business travel and commuting journeys. Emissions can be calculated using conversion factors published by the UK government, combined with mileage and vehicle fuel type information.

• **Individual:** Assess employees' satisfaction with the current situation, such as the length (in time) for their current commute and attitudes towards business travel options.

Common challenges

The table below shows typical challenges that organisations encounter, and suggestions to overcome them.

Challenge	Solution
Inflation of grey fleet claims	Use mileage capture or ad hoc manual checks using trip start and end locations to audit a sample of claims
Incomplete grey fleet data	Ensure enough fields in claims forms are mandatory for completion
Complex data on trip purpose	Provide drop-down lists in claims forms and surveys to standardise responses
Low survey response rate	Communicate that the survey is in part to help with employee wellbeing and improve transport choice. Distribute the survey via team leaders

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Further help and support

CoMoUK

At CoMoUK we are proud of our team of shared transport experts. We have several members of staff who have knowledge and experience of shared transport modes and can provide bespoke advice. In addition, there are team members who can help with project management, research, planning and policy. All of this ensures that we can offer the best support and advice across the shared transport sector.

Get in touch

Email: scotland@como.org.uk
Web: www.como.org.uk
Twitter: @Como_uk

Other useful sources of information

Organisation and Resources	Website Link
Energy Saving Trust: independent advice to help employers reduce business transport costs and lower emissions including advice on grey fleet mileage reduction.	www.energysavingtrust.org.uk
TravelKnowHow: an online resource which offers organisations across Scotland free, easy access to a wide variety of travel planning solutions to develop and implement workplace Travel Plans, and to engage with employees in order to start changing travel behaviour within organisations.	www.travelknowhowscotland.co.uk
Way to Work: an online resource for Scottish employers and employees with information on walking, cycling, car sharing and public transport.	www.waytoworkscot.org

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