

CAMBRIDGE TIF

Smarter choices (Business Case)

Technical Report

April 2008

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1. INTRODUCTION

- 1.1 The smarter choices strategy presented within this report represents the details of the customer facing support service that, it is suggested, is central to the attainment of the step change in travel behaviour that is required in the Cambridge area going forward.
- 1.2 The levels of mode shift anticipated will only be successfully achieved if those that live, work and spend time in the area are provided with a full support service to bring about the cultural shift in attitudes toward travel and transport that is required. Provision of the alternatives will not in themselves be enough. That comprehensive support service is what is represented in this submission.
- 1.3 In Section 2, the smarter choice proposals are described, together with the way in which they have been developed and the policy justification to support them.
- 1.4 Further detail on the anticipated impacts of the smarter choices measures are included in Appendix A and details on how the costings have been developed is set out in Appendix B.

2. SCHEME DESCRIPTION

Background to scheme development

- 2.1 The guiding principle for the smarter choice complementary measures component of the TIF submission is that investment in infrastructure is not in itself sufficient to affect a significant change in travel behaviour¹.
- 2.2 While effective demand restraint will go some way to influencing the way in which people travel, it is important that individuals have an appreciation of the need for change and at the same time are provided with sufficient information on the range of travel options available to them which, in some instances, could include not traveling at all. At the same time, the mode shift that the TIF and Complementary Measures Package seek to achieve implies a cultural shift in attitudes towards mobility and choice of transport modes.
- 2.3 Specifically the *Vision* that has been developed for the smarter choices element of the TIF submission is, through the provision of a range of customer focused services, to:
- “Influence the travel behaviour of those that visit, live and work in the area by ensuring they can make informed travel choices and in doing so contribute to a reduction in the reliance on and use of the private car”*
- 2.4 In pursuance of this overall vision the *objectives* of the smarter choices component are, through the deployment of a customer service based approach, to:
- Raise awareness of the positive impacts on society, the environment, the economy, safety, health and accessibility of using sustainable alternatives to the private car;
 - Ensure that individuals and organisations are sufficiently well informed about the range of options available to them when considering how and indeed whether to undertake a particular journey;
 - Co-ordinate the deployment of smarter choice activity with the availability of high quality alternatives to the private car – be they existing or planned; and
 - Deliver a dynamic response mechanism whereby customer feedback on barriers to use of alternatives is requested, collated, responded to and used to inform delivery going forward.
- 2.5 The philosophy is one where, in order for the full benefits of the broader transport strategy to be realised, a comprehensive application of smarter choices is required as advocated in the DfT’s 2005 smarter choices research and as currently being applied in the three sustainable travel town projects of Darlington², Worcester and Peterborough.
- 2.6 The aim of this package of complementary measures is therefore to bring about the

¹ Source: *Smarter Choices – Changing the way we travel* (June 2005), DfT

² Steer Davies Gleave is currently delivering the Individualised Travel Marketing element of Darlington’s project and also undertaking a review of the sustainable travel towns on behalf of London Borough of Sutton.

step-change that is required in order for smarter choice interventions to fully realise their potential and, when combined with effective demand management and the provision of high quality alternatives to the car, will help ensure that the Cambridge area continues to enjoy its status as a vibrant and attractive place in which to live, work and play.

- 2.7 While much of the evidence on which this business case has been developed comes from the findings of the DfT research cited above it also draws on specific experience of the application of individual smarter choice interventions across the UK, including local experience from Cambridge itself. It is also consistent with national, regional and local policy.

Strategic context

Planning Policy Guidance 13 (PPG 13)

- 2.8 Planning Policy Guidance 13's objectives are to integrate planning and transport at the national, regional and local level and to promote more sustainable transport choices for both carrying people and moving freight.

- 2.9 More specifically the guidance aims to:

- Promote accessibility to jobs, shopping, leisure facilities and public services by public transport, walking and cycling; and
- Reduce the need to travel, especially by car.

- 2.10 The guidance makes reference to the use of travel plans firstly as an accompaniment to transport assessments and secondly as a way to help raise awareness of the impacts of travel decisions. It encourages the widespread use of travel plans amongst businesses, schools, hospitals and other organisations and states local authorities are expected to consider setting local targets for the adoption of travel plans by local businesses and other organisations and to set an example by adopting their own travel plans.

Department for Transport – Sustainable Travel Initiatives

- 2.11 There are two notable Department for Transport initiatives which demonstrate the commitment at the highest level to the concept of smarter choices are detailed below.

Sustainable Travel Towns Demonstration Projects

- 2.12 This five year long initiative aims to demonstrate the effect a sustained package of 'Smarter Choice' measures can have when coupled with infrastructure improvements. Darlington, Peterborough and Worcester were selected from more than 50 local authorities in England who expressed an interest in becoming 'showcase' demonstration towns. The 3 towns will share £10m of revenue funding during the project, which runs to 2009, with building and improvement works funded through Local Transport Plans.

Research Report: "Smarter choice – changing the way we travel" (June 2005)

- 2.13 Published in 2005 this is a guide for local authorities explaining the potential benefits of smarter choices with a view to encouraging them to integrate this activity within the development and delivery of their transport strategies. The research report demonstrates the very clear benefits and excellent value for money to be gained from investing in smarter choice measures. The document includes a description and evaluation of the full range of smarter choice measures, associated costs and what a smarter choices programme may look like. The report 'throws the gauntlet' down to local authorities to embrace smarter choices going forward.

Joint DfT/DSCF (formerly the DfES) Travelling to School Initiative

- 2.14 In 2003, the Government launched the Travelling to School project, to encourage as many children as possible to walk, cycle or use public transport to travel to school. "Travelling to school: a good practice guide" describes what schools, local authorities and bus operators around England can do to promote walking, cycling and the use of public transport and "Travelling to School: an action plan" sets out how the Government intends to help local authorities and schools do this. This includes a target for all schools in England to have a travel plan in place by 2010.
- 2.15 Since that time the government has provided bursary funding to local authorities for the provision of school travel advisors and also grant funding for initiatives such as 'walking buses'. Government is also focusing on the manner in which local authorities provide home to school transport.
- 2.16 School travel planning is an integral part of a smarter choices programme.

Regional and local context

Regional Spatial Strategy (draft)

- 2.17 The draft East of England Plan, which replaces the Regional Planning Guidance, recognises Cambridgeshire as a specific growth area in the region. Chapter 8 of this document focuses on travel and transport issues and the need to accommodate this growth in a more sustainable manner by:
- Improving opportunities for access to jobs and leisure;
 - Reducing the need to travel;
 - Minimising the environmental impact of transport and travel:
 - Enabling infrastructure programmes to support existing development and future growth: and
 - Improving safety.

Draft Regional Transport Strategy

- 2.18 While not specifically mentioning smarter choices as a concept the Draft Regional Transport Strategy (Chapter 8 of the Draft East of England Plan) includes the aspiration of widening travel choice and promoting opportunities for travel by sustainable modes. In particular walking, cycling and public transport are identified as integral to the delivery of sustainable communities, especially in areas of proposed housing growth.

Cambridgeshire's Second Local Transport Plan 2006-11

- 2.19 Within Cambridgeshire's LTP Smarter Choices is well defined through the headings of Widening Choice and Managing Demand. This is then broken down into three further areas of Transport Corridors, urban areas and rural areas. A smarter travel management strategy is defined within the LTP.

TIF and development of the Long Term Transport Strategy

- 2.20 The key recommendation from the LTTS is that even with significant improvements to the public transport, walking and cycling networks within the sub-region, these alone will not be sufficient to cope with levels of population and employment growth proposed by the Draft East of England EIP. There is therefore a need to implement demand management measures in order to control predicted growth in car travel to 2021. The smarter choices concept is entirely consistent with this objective.

Option development

- 2.21 To assist in the identification of the preferred option for the smarter choice complementary measures package, a significant amount of background research and consultation has been undertaken. This includes:
- An examination of the Department for Transport's research report on "Smarter Choices – Changing the way we travel" (June 2005) and also their "Review of the Take-Up of Smarter Choices in Local Transport Plans" (May 2007);
 - A thorough review of the current approach to delivery of smarter choices activity in Cambridgeshire including consultation with officers responsible for the delivery of smarter choice activity within the County Council;
 - An examination of current approaches to delivering smarter choices activity based on local authority activity elsewhere in the UK and beyond including Transport for London, Hampshire County Council, New Zealand Land Transport Authority and the integrated approach to Travel Demand Management currently advocated in the United States; and
 - An appreciation of current best practice in the delivery of individual smarter choices interventions based on specific experience of delivering these, notably our involvement in the Darlington sustainable travel town demonstration project, and also a review of best practice particularly in relation to personal travel planning and organisational travel planning.
- 2.22 Information on the current approach to the delivery of smarter choices in the Cambridgeshire area set out below.

Current situation

2.23 This section reports on the current approach to smarter choice activity in the Cambridge area.

2.24 At present³ an annual budget of approximately £140,000 is expended on smarter choice activity (excluding staff costs) with approximately 6 dedicated staff. It is also the case that a number of other staff expend part of their time on smarter choice ‘type’ activity (e.g. those officers in the public transport group within the County Council responsible for information and marketing).

2.25 Smarter choices activity in the area can be categorised into the following areas:

- Information, marketing and promotion;
- Organisational travel planning – workplace and schools;
- Personal travel planning;
- Rationalising car use;
- Smarter living and working activity;
- Residential travel planning and smarter choices development control activity;
- Research, development, monitoring and evaluation.

2.26 The current activity within each of these areas is described further below.

Information, marketing and promotion

2.27 A significant amount of information is currently conveyed in relation to travel and transport in the area by a range of different stakeholders and, in the case of the County Council, different parts of the organisation.

2.28 In relation to marketing, each part of the organisation responsible for a specific part of the current smarter choices work again carries out marketing and promotion but it is specifically for their area and does not fall under one smarter choices brand.

2.29 Both the workplace and school travel planners carry out local marketing and are effective in what they currently do. It is however on an ad-hoc basis and is not sold as part of a coherent package of smarter choices measures.

Organisational travel planning – Workplace travel

2.30 A well developed feature of smarter choices delivery in the area, the Cambridge Travel for Work (TfW) Partnership currently deals with organisational travel planning and has been established since 1997. It currently operates with 3 members of staff, two of which are funded by the County Council. It is run by eleven Cambridgeshire organisations that also fund and steer its work, a majority of whom are employers and have experienced the business and environmental benefits that accrue from implementing workplace travel plans.

³ Information for financial year 2007/08.

- 2.31 The remit of the group covers Cambridgeshire - with the exception of Peterborough - and is presently focusing on employers who voluntarily wish to develop a travel plan. Current areas of development also include building links with the Chamber of Commerce and utilising the interest in the Climate Change agenda to engage businesses. The partnership has carried out extensive promotion and marketing and is a well recognised brand at a local and national level.
- 2.32 In the longer-term, the partnership has aspirations to develop a 'package' approach such as that recently launched by Transport for London and also to develop a more robust approach to monitoring through the application of an adapted version of iTRACE (a monitoring tool also developed by Transport for London).
- 2.33 The TFW Partnership has 44 members⁴. Active travel plans cover 20,694 employees and approximately 22% of the workforce in the Cambridge sub-region work for employers in the TFW network. Four of the members are reviewing their travel plans and a further 13 are in the process of developing new plans.

Organisational travel planning - School Travel

- 2.34 Along with the TFW programme, school travel planning in Cambridgeshire is currently a success story and is progressing extremely well. Of the 275 schools in the authority, 147 LEA and 7 Independent schools have approved travel plans in place. It is known that this number has since increased further.
- 2.35 With the possible cessation of current funding streams from DfT/DSCF after 2010, it is anticipated that the current School Travel Advisor posts will become integrated into the Safer Routes Team where School Travel Plans are required in order to access safer routes funding.
- 2.36 There is an aspiration to increase joint working between school and workplace travel planning particularly.

Personal Travel Planning

- 2.37 A number of years ago Cambridge was the location for a DfT funded pilot of personal travel planning with employees at Addenbrooke's Hospital. While the pilot was initially targeted at all staff, the project eventually focused on provision of personal travel planning with new starters. The full results of the pilot are available as a separate report available from DfT, but it is known that the project had limited impact. Since that pilot no further work has taken place on personal travel planning in the area.

Rationalising Car Use

- 2.38 Cambridgeshire has a successful car share scheme (called CamShare) in operation which, at the time of preparing this submission, is open to businesses and their staff only. It is recognised however that greater marketing and promotion of this scheme could greatly increase numbers registered and actively using the scheme. CamShare

⁴ All information correct to July 2007

has 134 registered employers and over 1000 employees are in the registration process, available to car share or are already car sharing in the local area.

- 2.39 The role of car clubs has also recently increased in the area. Cambridgeshire County Council was willing to pump prime the introduction of car clubs in specific areas and recently funded a scoping study. One club is in the process of being introduced and it is anticipated that others will follow shortly and the Council is keen to ensure that associated facilities, for example dedicated parking bays, are available.

Smarter living and working activity

- 2.40 While the County Council sees value in pursuing measures that reduce the need to travel such as, in the case of smarter working activity, the promotion of teleworking and, in the case of smarter living activity, the promotion of internet shopping coupled with home delivery services, this is not currently considered a priority. The potential is acknowledged and is currently picked up when dealing with individual businesses through the Travel for Work Partnership and also in relation to planning applications for new residential development.

Residential travel planning and smarter choices development control activity

- 2.41 Residential travel planning is currently going through a period of change as a Residential Travel Planning Officer has recently come into post. Part of this role will include developing smarter choices guidance for new developments and building on the current method of dealing with travel planning issues at the planning application level.

Research, development, monitoring and evaluation

- 2.42 At present any research and development work is carried out on an ad-hoc basis due to lack of resources. It is recognised locally that as an emerging work area, individual elements of any smarter choices programme are likely to require in-depth analysis in arriving at a suitable way forward.
- 2.43 While greater emphasis is now placed on monitoring and evaluation as a result of the DfT/DSCF school travel initiative and also the 'Delivery Report' now required by DfT in relation to Local Transport Plans, it remains the case that information is collected on an ad-hoc basis by the specific officers dealing with individual aspects of smarter choice activity. This information is largely limited to numbers of workplace and school travel plans and resultant mode shift.

Problems and opportunities

- 2.44 As detailed above much is already underway in the local area in relation to the application of smarter choice measures and, based on a review of the current approach and consideration of practice from elsewhere, it is clear that there are a number of opportunities which it is suggested could be addressed going forward.
- 2.45 Our review of smarter choices activity both in and beyond the UK, as described in paragraph 2.21, suggests that a successfully implemented smarter choices strategy is likely to have the following characteristics:

- A supportive policy framework both in terms of development planning documents and the Local Transport Plan;
- An all inclusive approach based on a process of segmentation, which provides travel advice and information to individuals and organisations in such a way that, where possible, the support received is tailored to the needs of the target group;
- A core team responsible for the delivery of all components of the smarter choices strategy to include, where appropriate, good lines of communications with external stakeholders. The manager of the core smarter choices team would ideally report to the senior officer (akin to the ‘traffic manager’ role endorsed by DfT) also responsible for the delivery of public transport, cycling, pedestrian and other transport network improvements to ensure a co-ordinated approach;
- A unifying travel and transport marketing and communications strategy (to include a dedicated ‘brand’) should be in place with overall responsibility for co-ordinating its delivery coming from within the core smarter choices team though acknowledging the need for strong lines of communication with others responsible for the actual delivery of certain elements (e.g. public transport information);
- The targeting of activity and deployment of resources based on a clearly defined rationale for example by focusing on locations where provision of alternative modes are already of a high standard, where interest levels in participating in sustainable travel initiatives are greatest and where problems on the transport system are most acute;
- The ‘package’ of resources should include an appropriate balance of revenue funded activity (e.g. staff time providing advice and production of materials) and also capital funded activity (e.g. grants for organisations to implement specific initiatives);
- An effective approach to securing ‘smarter choices compliant’ new development as an integral part of the planning process endorsed by both the shire County and the local planning authority as appropriate to include production, implementation and monitoring of effective travel plans and/or through the design process; and
- A comprehensive approach to monitoring the impact of individual smarter choice measures and the package as a whole.

2.46 Going forward it is suggested that the preferred option should incorporate many if not all of these elements.

Option development framework

2.47 In arriving at a preferred package two options have been considered.

2.48 The first option (do-minimum) is a continuation of current practice and the second option is the application of a high intensity package. The components of these are summarised in Table 2.1 below.

TABLE 2.1 SMARTER CHOICES – DESCRIPTION OF OPTIONS

Option	Description of option
Option1: Do-minimum	Fragmented approach to information and marketing
	Reactive approach to workplace travel planning
	Progressive approach to school travel planning
	Car sharing focused only on workplaces
	Application of car clubs
	Limited approach to smarter living and working activity
Option 2: High intensity package	Development and deployment of co-ordinated information and marketing strategy (to include branding and awareness)
	Comprehensive workplace travel planning strategy
	Deployment of rail station passenger access strategies
	Progressive approach to school travel planning
	Deployment of travel planning support to 'other' organisations
	Comprehensive car sharing scheme available to all
	Comprehensive approach to deployment of car clubs
	Consistent and robust approach to securing 'smarter choices compliant' new development
	Travel demand management for events and visitors
Comprehensive approach to smarter living and working activity	

2.49 While it would be possible to consider an intermediary option where, for example, higher intensity deployment were only applied to certain elements of the smarter choices package this would, according to the DfT’s research in this area (June 2005), have a disproportionately low impact on mode share and fail to provide the necessary level of support required to maximise the benefits of the overall transport strategy. As such it is not considered to be a viable option worth fuller consideration. Each option is discussed in more detail below.

Option1: Do-minimum

2.50 In determining the impacts on mode shift going forward the base case for the TIF submission assumes that the deployment of smarter choices activity will continue into the future at broadly the same level of intensity as at the current time. For the purposes of option assessment this is therefore considered to be the ‘do-minimum’ option.

2.51 The content of the ‘do-minimum’ option is described earlier in this Chapter and summarised in Table 2.1 above. Based on an examination of the DfT’s ‘Smarter choices – changing the way we travel’ research (June 2005) the current approach to smarter choices activity can be best defined as ‘low intensity’ as described in that report.

Option 2: High intensity package

- 2.52 The introduction of any form of demand restraint requires the creation of a supportive environment in which those that live, work and play in the area are provided with high quality alternatives to the private car which do not compromise their desire for mobility coupled with information regarding the availability of these alternatives and relative advantages and disadvantages of using them.
- 2.53 While the TIF submission provides for significant enhancements to the public transport, cycling and pedestrian network, it is critical that this is associated with a high quality, co-ordinated and all-inclusive customer service based approach to ensuring that individuals are provided with what they require in order to make informed travel choices.
- 2.54 Option 2 therefore envisages a comprehensive application of the smarter choices philosophy in providing an information and advice service which not only ensures that individuals and organisations are able to make informed decisions about their travel behaviour but includes an iterative element which captures feedback from the general public to inform the future delivery of the transport strategy.
- 2.55 The content of Option 2 is summarised in Table 2.1 above and can broadly be matched to the ‘high intensity’ scenario as set out in the DfT’s ‘Smarter choices – changing the way we travel’ research (June 2005).

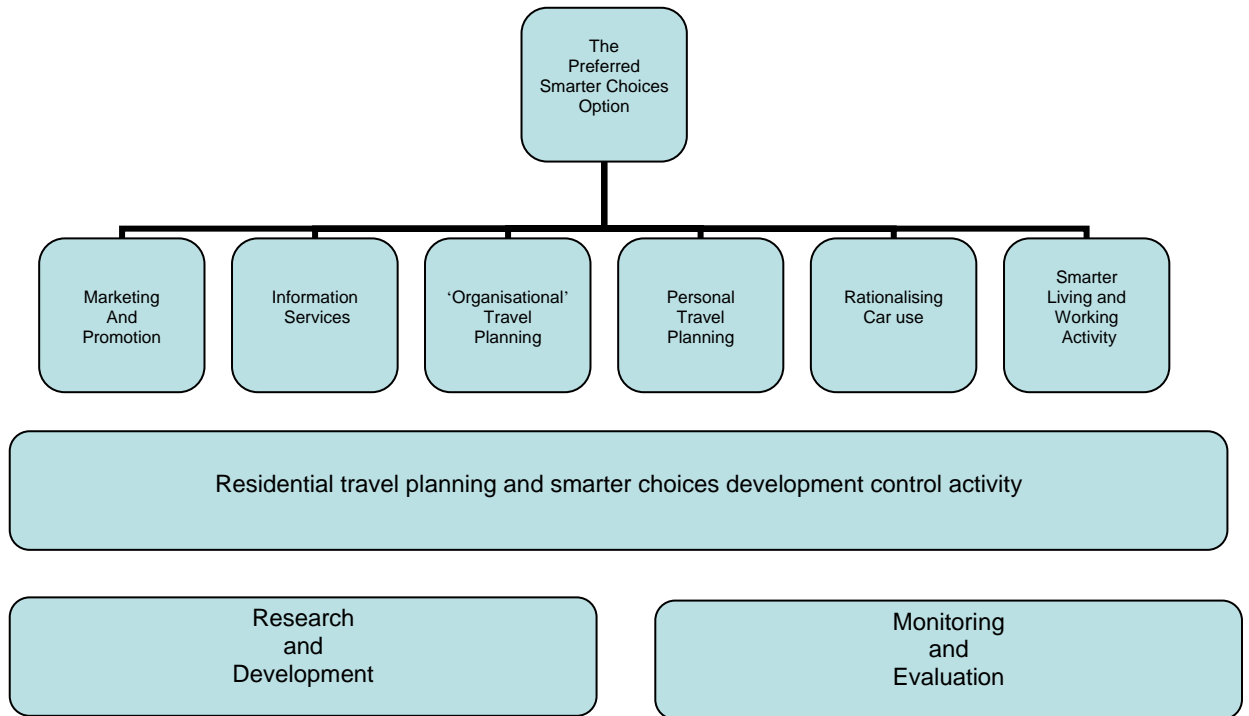
Preferred option

- 2.56 Option 2 is put forward as the preferred option and is described in more detail below.

Overview of the preferred smarter choices option

- 2.57 It is important to stress that the smarter choices package anticipated is central to the attainment of the objectives within the TIF submission. It represents a step change in the deployment of smarter choice activity which, when combined with the planned improvements in quality of alternative modes of transport to the car and effective demand restraint, will be unlike anything seen in the UK (possibly with the exception of London).
- 2.58 The component parts of the preferred smarter choices option is set out in Figure 2.1 below.
- 2.59 To support the delivery of these components the preferred option also advocates a delivery structure and communication process that makes efficient and effective use of available resources drawing on the expertise of a range of stakeholders. Allied to this is a co-ordinated approach to research, development, monitoring and evaluation.

FIGURE 2.1 OVERVIEW OF PREFERRED SMARTER CHOICES OPTION



Components of the preferred smarter choices option

2.60 Each of the above strands is described in more detail below including an indication of how it might be delivered from an organisational perspective. In relation to the latter it is anticipated that a ‘core’ Smarter Choices Team will be put in place under the guidance of the Smarter Choices Manager who would have a number of officers reporting to them as described within each ‘strand’ below.

Marketing and promotion

2.61 *Guiding principle:* To ensure that all individuals across the area are fully aware of the overall objectives of the transport strategy for the area and furthermore that they understand the impacts of the travel decisions that they make. This is a fundamental building block for the entire approach.

2.62 Specifically the key elements of the marketing and promotion strand of the strategy are:

- Development (and subsequent reviews) of a Marketing Strategy;
- Identification of a ‘brand’ to assist in raising awareness;
- Development of 'area wide' marketing & promotional campaign material;
- Delivery of area wide travel awareness activities/events;
- Development (and ongoing maintenance) of a marketing and information website;

- Development of ‘topic specific’ (eg. travel planning, personal travel planning etc) marketing and awareness activities and materials;
- The Travel Information, Marketing and Awareness Co-ordinator (identified above) would have overall responsibility for this area of activity.

Information services

2.63 *Guiding principle:* To ensure that individuals across the area are provided with accurate and effective information regarding all aspects of the transport network and the travel choices available to them and that this is provided in a co-ordinated manner.

2.64 Specifically the key elements of the information services strand of the strategy are:

- Development (and subsequent review) of a ‘Transport network information strategy’;
- Deployment of a central "Travel Demand Management Centre" and a number of smaller facilities in the outlying areas – which would be one stop shops for travel and transport information and advice and, potentially, the base for travel plan advisers detailed later;
- Positioning of information so that it relates to all who live, visit, work and play in the area;
- Delivery of the 'softer' information elements including, for example, production of a website for the strategy, standard format of leaflets, brochure, press release production etc;
- Co-ordination of ‘harder’ information elements including, for example, provision of any on street information (be it static or real time) including signage;
- Reporting to the ‘Smarter Choices Manager’ it is envisaged that a senior member (Travel Information, Marketing and Awareness Team Leader) of a ‘core’ smarter choices team would have overall responsibility for developing and delivering the areas travel and transport information strategy (and also the marketing and promotion activity identified below) but that they would lead a virtual team with representatives from outside the core smarter choices in achieving this (eg. it is anticipated that the County Council’s public transport information officers would be part of the wider group).

‘Organisational travel planning

2.65 *Guiding principle:* To ensure that organisations across the area are provided with an effective and co-ordinated advice and support service that provides them with support in the development of travel plans for their establishments that encourage greater use of alternatives to the car.

2.66 The key elements of the ‘organisational’ travel planning strand of the strategy can be divided into the following sub activities:

- Workplace travel planning through ‘Travel for Work Partnership Plus’;
- School travel planning;
- Travel planning for local rail stations through the ‘Rail station passenger access initiative’;
- Travel demand management for events and visitors; and

- Travel planning for ‘other’ trip generators and attractors.

2.67 In delivering these areas of activity it is anticipated that the following would report to the Smarter Choices Manager:

- A School Travel Team Leader (with specific responsibility for school travel planning and links to Education Department, safer routes to schools, road safety and public transport);
- A Travel Planning Co-ordinator would be responsible for developing travel plans with rail operators, TDM for events and visitor attractions and other organisations outside of the remit of the ‘Travel for Work Partnership Plus’ Team;

2.68 While the work of the ‘Travel for Work Partnership Plus’ Team would be steered by the existing partnership they would report to the Smarter Choices Manager.

2.69 Additional information on each of the above areas of activity is set out below.

Travel for Work Partnership ‘Plus’

2.70 To build on the considerable work to date with the Travel for Work Partnership the intention is to provide an enhanced service to be defined in two categories. The first is an offering to larger organisations (employing over 200 staff) and the second is one directed at small and medium sized enterprises.

2.71 The offering to larger organisations would consist of the provision of specialist and site specific travel planning advice to all organisations employing over (say) 200 staff. This is to be complemented by an additional ‘grant’ for the introduction of specific measures to those organisations that have, through this advice service and the subsequent development of a travel plan, identified one particular mode or area of activity that has been identified as showing the greatest potential.

2.72 Small and medium sized enterprises would have access to a range of ‘self-help’ support and advice directed at enabling them to develop a travel plan and, those that have a travel plan in place, would also have access to a (smaller) ‘grant’ for the introduction of specific measures as described above.

2.73 To support this activity it will be necessary to continue to generate self-help support materials and on-line facilities in order to ensure that the travel plan development process is made as straightforward as possible for organisations that are participating.

School travel planning

2.74 While recognising the considerable efforts already underway in the area in relation to school travel planning and linkages with safer routes to schools, the following specific activities will be deployed across the area. The approach will be tailored in such a way that bespoke offerings will be available to different school ‘types’ according to age group (nurseries, infants, primary and secondary) and also for independent, state and schools with a high proportion of special needs children.

2.75 The DSCF/DfT funded activity in relation to providing advice to schools on travel plan development, integration within the curriculum and raising awareness of travel

behaviour will continue. This will include a regular and ongoing review of travel plans that are already in place. A more direct and ‘hands on’ approach to engaging with schools is also advocated through mechanisms such as ‘theatre in education’ and participation in school assemblies etc.

2.76 Allied to this is the ongoing deployment of the Safer Routes to Schools initiative. In essence this is a funding stream for the provision of ‘hard’ and ‘soft’ measures associated with the school travel planning activity. In the future the emphasis, in terms of availability of funding, will be on soft measures and eligibility will be based focused on schools able to demonstrate progress toward attainment of their school travel planning objectives.

2.77 As with the workplace travel planning activity, it will be necessary to continue to generate self-help support materials and on-line facilities in order to ensure that the travel plan development process is made as straightforward as possible for those schools that are participating.

Rail station passenger access initiative

2.78 As attractors and generators of a considerable number of trips an offering to train operating companies will be developed whereby the principles of travel planning will be advocated. Working in partnership with train operators, specialist travel planning advice will be available in relation to passenger journeys to and from local rail stations which will include financial assistance in the implementation of specific measures.

Travel demand management for events and visitors

2.79 The special nature of Cambridge and its hinterland as a premier tourist attraction and a centre for various events and leisure related activities suggests that a new approach to managing the travel demands of these events and individual leisure attractions is required. A tailored offering to proprietors of visitor attractions and the organisers of large events in relation to travel planning for their establishments will be available as will an associated grant scheme for the provision of specific measures.

Personal travel planning

2.80 *Guiding principle:* To ensure that individuals across the area have access to travel and transport advice and information that is tailored to their circumstances.

2.81 Specifically the key elements of the personal travel planning strand of the strategy are:

- A rolling programme of household based personal travel planning across the area;
- A rolling programme of workplace based personal travel planning at larger employers across the area (co-ordinated with travel planning activity);
- The provision of personal journey planning services at the Travel Demand Management Advice Centres;
- The provision of an electronic personal journey planning service through the website and also at key locations throughout the area;
- Development of a range of incentives and offers for application as part of the personal travel planning service to include introductory public transport season

tickets, discounts or vouchers for purchase of sustainable transport ‘goods’ etc;

- Reporting to the Travel Information, Marketing and Awareness Team Leader, it is anticipated that the ‘Personal Travel Planning Co-ordinator’ will be responsible for delivering this activity. It may however be that much of the work will be outsourced in which case only a co-ordination function will be required.

Rationalising car use

2.82 *Guiding principle:* In recognition that the private car will continue to have a role to play as part of any transport strategy it is important that those requiring the use of a car are provided with realistic alternatives.

2.83 Specifically the key elements of the rationalising car use strand of the strategy are:

- Ongoing and active promotion of CAMSHARE the local car share database;
- Introduction of a ‘network’ of dedicated car share (and car club) spaces in public car parks and working with promoters of private non-residential car parks to follow suit;
- The creation of a city wide car club with very large scale membership and the necessary supportive infrastructure;
- Development and deployment of a range of support for car drivers including driver training (in safety and environmental terms), distribution of information on the costs of car use and introduction of free emissions testing of vehicles etc;
- Provision of advice to organisations on fleet management and ‘fleet health checks’ through the travel planning strand of the strategy;
- It is anticipated that this activity will be taken forward from within the Travel Information, Marketing and Awareness Team.

Smarter living and working activity

2.84 *Guiding principle:* To ensure individuals have access to, and are aware of, a range of options which reduce the need to travel.

2.85 Specifically the key elements of the smarter living and working activity strand of the strategy are:

- Develop and implement an ‘Information and Communication Technology Strategy’ (ICT) for the area (focused on reducing the need to travel);
- Deploy ICT strategy;
- Develop an ICT ‘pathfinder’ project which makes most of the considerable ICT tradition in the sub region and could, for example, include area wide (free to use) publicly accessible wireless internet;
- Develop partnerships with retailers to promote internet shopping/home delivery (smarter choices ‘team’ time);
- Investigate the introduction of ‘community’ delivery/collection facilities to be promoted as part of any internet shopping/home delivery partnership;
- Develop partnerships with ICT providers in relation to the deployment of teleconferencing/teleworking facilities across the area;
- Actively promote the smarter working and living as part of other elements of the strategy (notably ‘organisational’ travel planning and personal travel planning);

- Undertake feasibility study regarding the introduction of 'o@sis' centres or 'tele-cottage' facilities across area;
- Although much of this work is likely to be taken forward from within the Travel Information, Marketing and Awareness Team it is anticipated that the Smarter Choices Manager would play a lead role.

Residential travel planning and smarter choices development control activity

2.86 *Guiding principle:* To ensure that all new development is smarter choices 'compliant' in terms of design and provision of associated measures and that there is a mechanism to enable its ongoing implementation. The pursuance of residential travel plans will be a particular priority given the anticipated housing growth in the area.

2.87 Specifically, and through extensive partnership working with the local planning authorities, this strand of the strategy includes the following components:

- The preparation of a supplementary planning note and design guide on 'securing effective travel plans through the planning process' including the preparation of separate guidance for different land uses;
- Introduction of a robust approach to the appropriation of fees from developers in relation to the provision of advice on travel plan preparation, the evaluation of submitted travel plans and the monitoring of their implementation;
- A mechanism for overseeing the delivery of the travel planning components of new larger scale development and, following the period of obligation placed on the developer, the ongoing co-ordination of travel plan implementation for new developments;
- Development and delivery of training to all officers involved in the planning process (from both the County Council and local planning authorities) to raise awareness and appreciation of the role of smarter choices from pre-application discussions, detailed design and implementation;
- Reporting directly to the Smarter Choices Manager but with close working relations with all parts of the 'Smarter Choices Team' it is anticipated that this area of activity would be delivered by the 'Residential Travel Planning and Smarter Choices Development Control Co-ordinator'.

Monitoring, evaluation, ongoing research and development

2.88 Incorporated within the overall monitoring approach the following indicators will be monitored and evaluated on a basis to be agreed:

- Number of travel plans and/or proportion of workforce/students covered by a travel plan;
- Proportion of households targeted with (and subsequently participating in) personal travel planning;
- Smarter living and working;
- Rationalising use of the car;
- Customer satisfaction in service provided (including the identification of barriers to use of specific modes and review process to inform ongoing delivery);
- In addition, a number of awareness and perception related targets will be derived following preparation of the marketing strategy;

- It is anticipated this activity would be co-ordinated from within the Travel Information, Marketing and Awareness Team.
- 2.89 The contribution of smarter choices interventions to key outcomes of the overall strategy will also be taken into account, including modal share, traffic levels, congestion, accessibility etc.
- 2.90 In addition to the ongoing monitoring and evaluation of the strategy overall and its component parts as referred to above there will also be an ongoing programme of research and development which will contribute to the continued evolution of the strategy.
- 2.91 Specifically the research and development strand of the strategy will include:
- The preparation of a range of detailed deployment strategies including those for:
 - Organisational travel planning;
 - Personal travel planning;
 - Information and marketing (including travel awareness).
 - A range of feasibility studies including those to investigate:
 - The potential role of Information and Communication Technology as a means of reducing the need to travel;
 - The potential for community based ICT centres (tele-cottages);
 - Ongoing development of an area wide car club;
 - Revision of these strategies and feasibility studies throughout the period.

Mechanisms for delivering the preferred option

- 2.92 The potential of the preferred smarter choices option will only be fully realised if a clearly defined and structured approach to delivery is put in place as already outlined. The greatest impacts are likely to come to fruition in an environment where there is co-ordinated management of the approach and a dedicated team charged with taking forward the activities outlined.
- 2.93 While acknowledging that with respect certain activities, for example information and marketing and the existing Travel for Work Partnership, the dedicated team will play more of a co-ordination role it is important that delivery, monitoring and evaluation of the overall approach has a central focus.

Assessing the costs and benefits of the preferred option

- 2.94 To inform the appraisal of this business case, work has been done to determine the potential impact of smarter choices within the area and indicative costs for the preferred option. This information is contained within Appendix A and B respectively.

APPENDIX A

ASSESSING THE IMPACTS OF THE PREFERRED SMARTER CHOICES OPTION

A1. ASSESSING THE IMPACTS OF THE PREFERRED SMARTER CHOICES OPTION

Background

A1.1 This note sets out the method for estimating the impact of the smarter choices complementary measures element of the Cambridgeshire TIF submission.

Source of data

A1.2 A number of sources of data have been used in arriving at the anticipated impact of smarter choices.

A1.3 The first data source is the research report produced in 2004 and subsequently published by the Department for Transport in 2005 titled "Smarter Choices - Changing the way we travel". The key input used has been Table 13.13 from the main report and in particular the impacts that have been derived from two different scenarios (in terms of the intensity of application of smarter choices measures) as set out in Table 1 below.

A1.4 The second data source is the outcome of the modelling undertaken as part of the Business Case preparation to determine the likely impact of the other TIF initiatives, notably road user charging but less smarter choices, on mode share in the area. The first iteration of that assessment has been used in the following methodology.

A1.5 The third data source is the proposed smarter choices programme proposed as part of the Cambridge TIF submission and as described in the associated business case document.

TABLE 2 IMPACT OF SMARTER CHOICES MEASURES - DfT, JUNE 2005

Intensity of application	Reported impacts
Low intensity scenario (current application)	2% reduction in car use (nationally) 5% reduction in car use (peak time urban) 3% reduction in car use (peak time non urban)
High intensity scenario (full package)	11% reduction in car use (nationally) 21% reduction in car use (peak time urban) 14% reduction in car use (peak time non urban)

Assumptions

A1.6 The following assumptions have been used in arriving at the anticipated impact of smarter choices:

- i. The status quo (in terms of smarter choices activity) in Cambridge represents what would equate to the 'low intensity' scenario in the DfT's research (Table 1) - that is something already achieving a 5% reduction in peak time urban car use;
- ii. Whilst we accept the quoted effects of the high intensity scenario referred to in Table 1 (i.e. 21% reduction in car use in the case of urban peak hour) are

possible, we believe that they would only be seen in the most exceptional circumstances. We have therefore concluded that, in our professional judgement, it would be more realistic to revise the value to 15%;

- iii. The TIF initiatives (less smarter choice interventions) are predicted to reduce car driver trips to/from/within the Cambridge urban area by circa 23% (based on forecasting undertaken as part of the Business Case) and these trips are therefore no longer in the pool which could be influenced by smarter choices;
- iv. Elements of the smarter choices package will be targeted (eg. workplace PTP to be applied at larger organisations only) and so some individuals may not benefit as much from them. Others (such as publicity campaigns) are global in their effects. In addition it is realistic to assume that even with the most intensive application of smarter choices measures there will remain a certain population of the target audience whose behaviour cannot be influenced. In our judgement it is sensible to assume that two thirds of the impact predicted for high intensity will be seen across the network.
- v. The ‘special nature’ of Cambridge could be argued either a) to increase the potential of smarter choice interventions because people are further up the stages of change ladder than average (ie readier to switch) or b) to decrease this potential because a number of the people who would be most responsive to smarter choices have already converted some of their journey-making to more sustainable modes. In the absence of conclusive evidence either way, the sensible option is to assume the Cambridge effect is neutral. In any case, it could be argued that our assumption that low intensity impacts have already taken place protects us from the likelihood of exaggeration.

Calculation

- A1.7 Applying the issues and assumptions set out above the following methodology has then been applied.
- A1.8 Taking into account assumptions (i) and (ii) the maximum additional impact achievable from the proposed smarter choices activity in Cambridge is a 10% additional reduction in peak time urban car driver trips. This has been derived by subtracting the impact of existing activity (i.e. 5%) from the adjusted high intensity impact (i.e. 15%).
- A1.9 To take account of the impact of the other (non smarter choices) TIF initiatives, notably road user charging, and as described in assumption (3), this 10% is reduced by 2.3% to 7.7%.
- A1.10 To reflect the fact that only a proportion (suggested as two thirds in assumption 4) of the population would be affected by smarter choices this 7.7% is reduced by 1/3 to approximately 5%.
- A1.11 **The smarter choices interventions proposed as part of the TIF submission are therefore projected to reduce peak time urban car driver trips by 5%.** For the sake of clarity, this impact would be additional to that achieved by the other TIF initiatives but would apply to the original pool of car trips (as opposed to that which remains after the non-smarter choices elements of the strategy have had their effect).

APPENDIX B
INDICATIVE COSTS OF THE PREFERRED SMARTER CHOICES OPTION

B1. INDICATIVE COSTS OF THE PREFERRED SMARTER CHOICES OPTION

B1.1 The costs are set out on the spreadsheet accompanying this submission.

CONTROL SHEET

Project/Proposal Name: CAMBRIDGE TIF

Document Title: Smarter choices (Business Case)

Client Contract/Project Number:

SDG Project/Proposal Number: 207809-A

ISSUE HISTORY

Issue No.	Date	Details
1.3	11 th July	1 st draft issued to Atkins
2	10 April 2008	Version submitted to DfT

REVIEW

Originator: Jon Foley

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