

# **Guidelines for Implementing Green Travel Plans**

**Government Departments and  
Authorities**

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## **Annex 1 Site Audit**

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## Glossary

<i>Green Travel Plan</i>	A collection of travel related measures aimed at promoting cleaner travel choices and aimed at reducing reliance of the car.
<i>Commuting</i>	Traveling daily to a set destination (example work).
<i>Transport mode</i>	The way with which to travel.
<i>Site audit</i>	An exercise carried out in order to identify what is available at the workplace location.
<i>Staff travel survey</i>	An exercise carried out in order to identify the set of travel related measures preferred by employees.
<i>Travel plan network</i>	A group composed of organizations who have implemented a green Travel Plan for their employees and who meet regularly to share their views about the proceedings.
<i>Snapshot survey</i>	A survey that is carried out randomly in order to monitor the Green Travel Plan proceedings.
<i>Route plans</i>	A diagram indicating the bus route from home to work, with Relevant bus stops/bus termini; including traffic changes and infrastructural works.
<i>Bicycle pooling</i>	Bicycles provided by government departments for staff to use on a roster basis.
<i>Flexi-time</i>	Flexible working hours.
<i>Teleworking</i>	Work done at a distance from a conventional office using both a computer and a telephone connection.
<i>Video conferencing</i>	Communications/discussions between two or more groups Of people who are in different places but can see and hear each other using electronic communications. Pictures and sound are carried out by the telecommunication network and such conferences can take place across the world.
<i>Performance indicators</i>	Indicators that show the performance appraisal of a project.

## Forward

Traffic jams tend to cause a number of problems. Apart from having an impact on people's behaviour large volumes of traffic harm the environment and consequently people's health. Traffic congestion occurs at rush hours. This period is characterized daily by the large volumes of commuters being channeled through Floriana into Valletta; these two being the main administrative centres of the Island.

The way forward is to work in order to achieve a better living environment. This can be done by reducing the amount of traffic from our streets and introduce alternative modes of transport. Employers can contribute to diminishing transport related problems by implementing a Green Travel Plan system for their employees and lead by example.

Transport Strategy Directorate  
Malta Transport Authority  
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## 1.1 Background information

Green Travel Plans are aimed at promoting greener, cleaner travel choices and reducing reliance on the car. Green Travel Plans are a collection of measures tailored for the needs of individual sites and employment locations.

Green Travel Plans involve the development of a set of mechanisms, initiatives and targets that together can enable the reduction of impact caused on the environment by transport. The name by itself “Green Travel Plan” implies that this set of mechanisms works towards a greener urban environment.

With the help of such measures the urban environment will be expected to benefit both physically as well as from an anthropogenic perspective. The physical aspect of an urban area will gain a more pollution free environment. The introduction of alternative modes of transport will help reduce pollution including noise, air and visible.

Sociologically people living in an urban area or commuting to an urban area on a daily basis will experience a healthier life. This will mainly be the case due to a significant reduction in air pollution. Moreover, reduction in noise and visible pollution contribute to better mental health. Staying in an urban area will be more enjoyable. Commuters will start looking forward to carry out their daily journey to work.

## 1.2 Aim

The aim behind having Green Travel Plans for government employees and large employers in the Valletta/Floriana area is to achieve three main objectives. These objectives include:

- Reductions in car usage (particularly single occupancy journeys) and increased use of alternative modes of transport, including public transport, walking and cycling;
- Reduce traffic speeds and improve road safety and personal security particularly for pedestrians and cyclists; and
- Provide more environmentally friendly modes of travel, particularly to enhance a healthier living environment.

### **1.3 Objective**

The objective behind this document is to provide a set of guidelines for employers. These guidelines will help employers promote Green Travel Plans for the Valletta/Floriana employment area.

The major tasks behind these guidelines are to enhance commitment from senior management of employment locations that are situated in the Valletta/Floriana region. It is also important to enhance the fact that wider support is necessary at the initial stages of the project. The success of the plan will depend on gaining support and cooperation from staff and unions. Good communication is vital in building a consensus. This should be carried out at the very beginning of the project.

Another important feature which will be highlighted in this set of guidelines is collection of information. Data gathering is considered a priority. It is necessary to obtain information and trends of current and future travel patterns of staff and visitors.

### **1.4 Structure of Guidelines**

This set of guidelines will be divided into sections. This will be carried out in order to provide a clear framework for employers to follow. This will help employers achieve a greener transport mode.

The guidelines will be divided into sections. The first section will deal mainly with choosing the correct package. In order to make the correct decision employers are expected to carry out a site audit and a staff travel survey. This will help employers into developing a point of view onto the idea of promoting alternative modes of transport. Choosing the correct package will help identify targets and baseline indicators. Upon identification of these measures a set of criteria may be identified in order to achieve a successful Green Travel Plan.

The section to follow will deal with the techniques to be used by employers when presenting a Green Travel Plan. Another important section will explore the roles and

responsibilities that are to be identified in a Green Travel Plan. These are necessary in order to achieve a successful Green Travel Plan.

Once a Green Travel Plan has been set up monitoring has to be carried out. This will help obtain good results as the project goes along. In this manner the momentum of the project will be maintained.

## **2.0 Choosing the right package**

When carrying out a travel plan it is important to have a solid starting point. If this is accepted by the employees then the project is deemed to succeed. When working on a travel plan it is essential to provide a series of “carrots and sticks” to change staff travel habits.

Carrots take the form of subsidies provided to those who do not drive alone. The sticks are restrictions for single car users. Charging for car parking is an example. It is important to start by setting targets. Some examples include a percentage reduction in car trips in existing work places. For new developments the target would require employees to use different modes of transport. A successful project would require a set of surveys.

### **2.1 Site Audit**

Initially a site audit should be conducted. The site assessment provides an overview of the transport links serving the site and the on-site transport facilities available. These may include cycle parking, car parking so on and so forth.

A site audit/assessment is important to be carried out in order to:

- Identify barriers to non-car use
- Develop a clear picture of realistic alternatives available so that one can make recommendations to staff and to others about the way they travel

- Identify possible areas where improvements could encourage use of environmentally friendly modes, for example, improvements to bus stops, waiting facilities, provision of more direct walking routes and so on.
- Identify the most appropriate questions for a Staff Travel Survey.

The site assessment is a very important part of travel plan development. This is because it is at the initial stage. A lot of detail should be collected during this process. A site assessment should always be carried out before the staff travel survey so that the questions asked are relevant. In this manner one can assess the responses against the actual situation. An example of a site audit is attached in Annex 1.

## **2.2 Staff Travel Survey**

The next step following a site audit is to conduct a staff travel survey. A staff travel survey is important in order to identify:

- How staff travel to and from work and provide reasons why they choose to travel the way they do
- Where staff are traveling from, in order to provide an indication of whether car sharing is likely to be an option to pursue
- Who would be able and/or willing to change their travel behaviour in favour of more environmentally friendly modes
- What measures would be most effective in persuading drivers to switch to more environmentally friendly modes
- Which measures would be the most popular amongst staff

The staff travel survey is targeted to raise awareness of travel plans and introduce the idea to staff. It also helps to obtain ideas and suggestions from staff. Allowing staff to 'have their say' in the early stages of travel plan development will ensure a sense of ownership of the plan, and staff will be more likely to change their travel behaviour. A staff travel survey also helps identify employees who may wish to join a particular mode group such as Bicycle User Group, or who show an interest in car sharing. An example of the staff travel survey is provided in the Annex 2.

## **2.3 Site Audit Analysis**

The site audit analysis is necessary to identify what necessities are available on site and what is required.

The number of entrances and whether they are CCTV protected would indicate whether the site is safe for the employees. The amount of parking areas and bus routes leading to the work location would help in identifying the ratio of car users to parking spaces and the availability of alternative transport modes, respectively. Supply and demand of parking spaces would indicate the parking carrying capacity.

Provision of cloakrooms, showers and lockers on site attract staff to make use of various alternative modes of transport.

A review on company policies regarding smaller engine cars, motorcycles or bicycles should help in promoting better and greener vehicles. Alternative and greener modes of transport could help in diminishing congestion problems.

## **2.4 How to analyse the staff travel survey**

It is important to identify exactly what really is the necessary information that is gathered from the staff travel survey.

A methodological report should be prepared prior to carrying out the analysis. This will help indicating what methods will be used in the analysis and the type of research that was used for carrying out the staff travel survey. This would also help in identifying what the research will try to highlight after completing the study

First of all it is necessary to identify the response rate. This would show a first hand indication of employees' interest in the project. Then a percentage should be worked out showing who is in favour of alternative modes of transport and who prefers single-car user commuting.

A geographical indication of where employees reside would be necessary to identify commuter clustering. This would later help in identifying commuter origins for the preparation of alternative modes of transport. Staff commitments after work would be useful for organizing traveling on the way back home.

Identifying times in which meetings take place and where they are carried out also helps in showing the importance of promoting videoconferencing or tele-working. Working times help in indicating what alternative modes of transport would be necessary for group commuting.

Specific questions regarding rating preferences on alternative modes of transport would be indicative. This will show upfront the employees' reactions to introducing new means of commuting.

### **3.0 Presenting a Green Travel Plan**

Start with the identification of the target audience. Two separate documents would devise what issues to consider. The first document may contain detailed information designed as the day-to-day working document. The second document would regard a more concise marketing style document to be issued to all staff. An executive summary could be particularly useful for selling the travel plan to management and to staff.

A 'good practice' travel plan contains the following:

- Background – on the organization and context into which the travel plan must fit, for instance site location and staff numbers. Information gathered from the site audit and the staff travel survey could be used to set the scene.
- Objectives – identify what is trying to be achieved from the travel plan.
- Scope of the plan – identify the travel elements of the organisation's activity which it is addressing.
- Actions – identify the proposed actions/measures for achieving the stated objectives.
- Marketing – identify how the plan will be marketed and the elements contained within it.

- Targets – identify targets to determine whether the objectives have been achieved.
- Monitoring – identify how effectiveness of the travel plan will be monitored. The type of monitoring needs to be identified and also the person/s responsible for carrying out the monitoring.
- Dissemination proposals – people will want to share in the success of the plan and will want to know what the results are, maybe through a travel plan network.

The day-to-day working document would include:

- Route plans
- Contact details of alternative modes of transport providers (buses, mini-buses, taxis etc)
- Designated sites for group parking, who would use them and how they will be used.
- Car pooling.
- Bicycle pooling as provided by the government departments
- Introduce flexi-time and / or teleworking
- Provide video conferencing facilities for meetings with outside clients
- Provide bicycle/motorbike parking (which would be preferential upon car-users)
- Provide lockers, showers, drying facilities
- Review car parking allocations
- Monitoring
- Disseminate results and achievements to staff

The marketing document would include discussion procedures carried out with the public relations of the department for internal promotion. The benefits of the plan should also be promoted. These include:

- health benefits
- economic benefits (for both the employer and employee)
- relieve on-site parking and congestion problems
- environmental benefits
- improving the departments'/governmental entities' reputation
- increasing choices for employees, especially for those who do not own a car or who find parking problems
- help to improve local public transport services.

Employees need to be assured that the travel plan is not anti-car. The travel should be a means of providing more choices of travel options. Staff should be promoted the notion that even small changes from individuals will help.

## **4.0 Roles and responsibilities**

In order to have a successful travel plan an employer needs to involve everyone in the organization. This means that the staff to be involved should range between senior management through to the lower grades of staff. This should be carried out in order to encourage market the travel plans within the organization. For this reason all levels of staff should be informed from the early stages of the travel plan development.

A green travel coordinator should be appointed in order to start the project and to continue its monitoring. For this purpose the coordinator has to play a key role in travel plan development and implementation. He/she is responsible for the day-to-day running of the travel plan, providing the overall coordination needed to ensure the travel plan's success. The role of the travel plan coordinator requires further the monitoring of the travel plan and how it develops. Guidance and high-level support should be given as well. The coordinator has to enable participation and regular liaison with staff (including unions). A general 'consultation group' should be set up, in addition to 'mode groups' which can take forward the more detailed aspects of the travel plan.

## **5.0 Travel Plan Networks**

Groups formed out of different organizations can work together (travel plan networks) in order to reduce their car use. Action by a network of organizations can make things more likely to happen as a network can benefit from greater influence.

The key roles of travel plan networks are to exchange information, ideas and good practice. Moral and practical support for those engaged in travel plan development

would be put forward. Viability for the provision of services related to travel plans on a collective basis would be enhanced. Networks help combine efforts to generate an effective bargaining force.

## 6.0 Monitoring

The travel plan coordinator should also monitor the travel plan proceedings. It will be based upon the following:

- Setting of objectives
- Establishing performance indicators (PI's) that relate to those objectives, ideally with target values
- Collecting data related to PI's
- Assessing performance in terms of PI and target, adjusting strategies as necessary with .

A monitoring scorecard (Annex 3) would help the person in charge to identify the objectives and enhance what is needed. The objectives should include better accessibility, economic, environment, health, safety and integration (Annex 4). Every performance indicator should have a key indicator and a secondary indicator.

A travel plan is a continuous process. From time to time there would need to be checking on the impact that new measures/policies that were introduced are having. It is important to draw up a monitoring plan at the initial stages of the travel plan development, assigning persons responsible for tasks that need to be carried out as part of the monitoring exercise. In order to carry out monitoring a 'snapshot survey' may be applied.

### 6.1 The snapshot survey

The snapshot survey is a quick procedure and less resource intensive. It is carried out by simply asking staff how they get to work on a particular day.

This survey provides a useful picture of staff travel patterns. It enables monitoring of travel as it develops, against the baseline information collected from the Staff Travel Survey.

The snapshot survey should be carried out repeatedly and randomly. This will help find out whether the organization is succeeding in persuading fewer people to use the car and use more alternative modes of transport.

In order to maintain the commitment and enthusiasm of staff, progress needs to be reported continuously. Continual involvement and support from staff will be key to the success of a travel plan.

## **7.0 Specific Issues**

The travel plan coordinator must ensure that there is follow up to the implementation of the travel plan. In addition to this, there will be a number of issues which are specific to Government departments and Authorities. These are guidelines on how these issues should be tackled.

### **7.1 Available 'private' parking space**

In the case of departments/authorities having internal 'private' car parking facilities within their site, travel plan coordinators must be aware of the price of such land and therefore use it wisely. Prioritisation over the use of the available parking spaces should be made, keeping in mind that providing reserved parking spaces for senior management will undermine the success of the travel plan.

In the case of departments/authorities providing a public service or customer care, there should be allocation of a number of spaces for visitors. Also, important are the allocation of disabled parking spaces. The remaining parking spaces should be allocated as follows:

- parking for cars carrying more than 3 persons (this would be part of the incentive to car share);
- parking for vehicles which are used on duty during the day (these should not be the vehicles of employees who are given a car as allowance);
- parking for motorcycles, bicycles and green modes of transport (such as electric vehicles); and
- parking for vehicles which, according to the travel plan coordinator are necessary for the individual's mobility (ensuring the individual is genuinely disadvantaged).

The staff should be however reminded that these parking spaces are still found within the charging zone. The objectives of prioritizing parking space use is to (1) enhance the objectives of green travel (car-sharing) and (2) assisting the less mobile.

## **7.2 Providing incentive to adopt a Green Travel Plan**

Employees should be made participant of the Government's objectives of improving the environment for residents of, people working in and visitors to Valletta and Floriana, in addition to reduce the traffic congestion created by too many cars entering Valletta during the peak hour. For more details, travel plan coordinators should look at the Valletta Strategy White Paper.

Apart from making these objectives understood by employees, travel plan coordinators, in consultation with management, should introduce incentives for people to change their travel modes. The above mentioned incentive to provide parking for car sharing individuals is one example. However, in the absence of parking space, incentives could include some monthly prizes or free bus passes to individuals who successfully adopt green travel as part of their commute.

It is also important for the travel coordinator to start with small changes to the usual travel patterns. Opting for a greener mode of transport for one day a week has considerable impact on the environment, as well as on traffic. The objective should not be anti-car. Employees have to voluntarily participate in this, thus the incentives and prizes.

As part of the duties of the travel plan coordinator, and the successful adoption of the travel plan, maps and information about public transport should be made available in the department's common room. Also regulations on the use of 'emergency' taxis and the details of the travel plan coordinator should be easily available on a notice board.

### **7.3 Coordinating transport for employees**

The main task of the coordinator, once the plan is implemented, is to coordinate transport. There are various modes which can be used. This is what should be available.

In the case of public transport, the travel plan coordinator should provide individuals with up to date information and maps on public transport services to his/her destination. Timetables should be prepared and location of closest bus stop identified. The travel plan coordinator can easily find out this information by contacting the ADT ([therese.ciantar@maltatransport.com](mailto:therese.ciantar@maltatransport.com)).

In the case of providing minibus services for a group of employees, the Minibuses Cooperative are prepared to give advise on what is required, at what time and routes to be taken. It is important for the travel plan coordinator to negotiate with the Coop, competitive rates for employees to actually see this to be a cheaper alternative. Details of the Minibuses Cooperative are:

Office: Old Church Square, Birkirkara

Tel: 21487941

When encouraging employees to use public transport, it is also important for the travel plan coordinator to have arranged fixed taxi prices for 'emergency calls'. Taxi service providers vary between white taxis and black taxis. Specific agreements could be arranged with both.

An essential role of the travel plan coordinator within the department/authority is to provide support for the employees and ensure they have transport to and from home.

## **7.4 Vehicles on duty**

There are a number of government department / authorities that depend on officials on the field. The travel plan coordinator must ensure there is a genuine need for such vehicles and their use and provide (if possible within the premises) for their parking. In the case of messenger cars, however, these should not be provided except for trips outside the peninsula.

Arrangements with Maltapost should be made to increase their involvement in the distribution of government post. This would reduce the unnecessary travel by messengers and their cars.

In choosing their vehicles, government departments and their employees should be aware of the exemption of electric cars and motorcycles from parking charges. This should be an incentive for the renewal of the old vehicle fleet within the various departments to less damaging vehicles.

## **7.5 Parking charges for vehicles owned by Department/Authorities**

All vehicles, whether owned by departments or given to employees as additional benefit, will be subjected to parking charges. In the case of parking sites within the site, the travel plan coordinator might feel that some cars (basically a small number of vehicles on duty) require exemption as they are never parked on-street and are essential to the functioning of the department. These vehicles however tend to remain at the office overnight and therefore would be classified as resident and exempt from any charges. Cars of employees cannot be exempt for various reasons:

- it would be unfair on other employees;
- it would defy the whole objective of the project; and
- irrespective of who is using the car and his job, the parking space has a price which the Government has decided to charge for.

Travel plan coordinators should ensure that persons who are given a car as added benefit to their jobs, are aware that the department shall not be paying their parking bills. This

will be the same for parking tickets and any charges incurred as a result of negligence by the driver.

## **7.6 Tele-working**

Government departments and authorities might also want to introduce tele-working in their employee schedules. This means that the travel demand for that person on that day is reduced to zero. Travel plan coordinators should encourage the adoption of tele-working practices to senior management.

Tele-working would involve the installation of computer/internet infrastructure at the home of the employee which would mean that particular individuals would be able to work from homes on particular days of the week.

Tele-working is one method of successfully reducing the need to travel and ensures that the targets set for mobility reduction at the start of the travel plan are reached.

## **7.7 Planning routes**

Travel plan coordinators should have basic knowledge of the geography of Malta. This will enable them to plan a route for either car sharing or minivan use. The route should maximize the number of people to pick up at the least cost (i.e. least distance and least congestion). In the case of minibuses, assistance will be provided by the Cooperative. In the case of difficulties, the travel plan coordinator can contact the Malta Transport Authority who will provide the necessary support for the initial set-up of the travel plan.

In the case of groups within departments working at different hours, transport could be provided by the department. It is up to the discretion of the department (and the travel plan coordinator) whether the cost of transport should be borne by the department or by the individual. In the case of group transport, the charge would be minimal. It is suggested here that employees should pay for their transport, whilst management provide free transport in the form of incentives (e.g. using car sharing for two days entitles you to a free 1-week bus pass) and prizes (entitlement to use taxi services for five times in a month).

Another method of planning routes to work is to provide public transport from designated areas. People living around, for example, Ta' Qali could converge there with their vehicles and be picked up by public transport and driven straight to work. This model would be similar to the Park-and-Ride concept in Hornworks Ditch. Travel plan coordinators however must ensure that the location of these 'car parks' outside the city do not negatively effect the surrounding environment. Also, security should be provided at these sites.

### **7.8 Adopting the concept of Flexi-time**

Travel plan coordinators are to encourage their employers to adopt the concept of flexi-time for their employees. Some employees could be allowed to start and finish their office duties at different times, allowing for arrival and departure times to be more evenly distributed outside the peak hours. This would relieve congestion, particularly for employees using public transport and other modes which are influenced by peak hour congestion. It will be at the discretion of the management to allow flexi-time according to individual circumstances, to curtail possible abuse. Where possible, flexi-time could be linked to incentives for public transport users

### **7.9 Security matters**

It is important for travel plan coordinators to ensure that any matters related to security are to be forwarded to the Commissioner of Police. Where dignitaries and VIPs are concerned, travel arrangements (and their security) are still the responsibility of the Police.

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