Smarter Choices Supplementary Strategy Document

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Slough
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Executive Summary

Smarter Choices is a term used to describe a package of information and persuasion techniques that support a reduction in car use. Local Transport Plan 2 (LTP2) saw a focus on School and Workplace Travel Plans but LTP3 will evolve this into a more strategic and more intensively applied approach to influencing travel behaviour. There will be a new Smarter Choices team that will gradually embrace a more holistic approach to changing behaviour in a way that is beneficial to LTP goals.

The reason for increasing the focus on behaviour change component is that evidence suggests it can reduce car use by around 5 percent and has potential to increase healthy travel by a similar amount. Measures that do not rely on physical change also tend to be highly cost-effective and will make best use of the Council's resources.

The increased scope and sophistication of the approach will need an improved organisational structure and a reallocation of resources. The approach should recognise the need for consistency with LTP2 but also begin the evolution into a holistic integrated marketing strategy.

There will need to be a clear approach to the debate about revenue or capital. A clear plan and profile will be created to demonstrate categories of funding. This will range from continuous subsidy through to one-off investments capable of making a long lasting change towards the LTP3 goals. The latter presents a strong case for the use of funding normally allocated to capital projects which often have a lower cost-benefit ratio.

Achieving positive behaviour change will help meet all of the LTP3 goals if it is done effectively. In order to ensure behaviour change programmes are effective we will follow the 2010 Central Office of Information guidance that advises:

- Understand the complexities of the subject by examining the whole system;

- Develop a change 'model' to guide the overall approach;

- Prepare a Social Marketing Strategy to identify how understanding customers and partner needs will lead to a mutually beneficial shared solution; and

- Develop a Communications Plan setting out how to maximise the impact of promotions.

This Central Office of Information approach has helped identify early wins. Certain key themes emerging are that each of the Department for Transport goals can be targeted with a behaviour change intervention. For example as part of the health goal, an obesity 'hotspot' can receive extra attention from the active travel to school team.

The new approach will require more working with partners. Health and employment specialists are obvious partners and a full partner motivation mapping exercise will be done. There will also be an increased focus on internal partnerships. For example, joint working to improve urban design will be a key part of increasing walking.

The overarching objective is to create a team that has a well-developed understanding of behaviour change. This will then be targeted at areas of maximum need in order to have the most cost-effective impact.

1.   Introduction

Smarter Choices is a term used to describe a range of techniques and measures designed to help people become less car dependent, and encourage them to use more sustainable modes of transport. Reviews for Department for Transport (DfT) by Cairns et al (2004) suggest that a reduction in urban traffic of up to 14 percent might be possible. Given that the cost of such, Smarter Choices is substantially less than for capital projects, then it is highly cost-effective to consider these 'softer' measures. Consultation for Local Transport Plan (LTP3) in Slough showed strong support for the introduction of a programme of Smarter Choices measures.

2.   Context

The Smarter Choices strategy, like the other LTP3 documents are guided by, and must adhere to, relevant national, regional and local statutory duties, strategies and powers. It is also necessary to build upon the good work achieved during the first LTP periods.

2.1   Policy Framework:

2.1.1   National

The Education and Inspections Act 2006

The insertion of a new section 508A into the Education Act 1996 places a general duty on local authorities to promote the use of sustainable travel and transport, and to publish a Sustainable Mode of Travel Strategy for Schools (SMoTS).

Transport White Paper, the Future of Transport: A Network for 2030

The strategy includes proposals to enhance local travel and respect the environment, in large part through:

- Promoting the use of School Travel Plans, workplace travel plans and personalised journey planning to encourage people to consider alternatives to using their cars;

- Creating a culture and improved quality of local environment so that cycling and walking are seen attractive alternative to car travel for short journeys, particularly for children; and

- Investing in public transport to provide alternatives to the car.

DfT – Smarter Choices, 2004

This influential publication reviewed ten separate measures all aimed at changing travel behaviour. It examined the available evidence to estimate what level of reduction in car use might be possible. It also introduced the term "Smarter Choices" to embrace this collection of 'soft measures' based on promotion and behaviour change activities.

DfT "Walking and Cycling: An Action Plan" (2004),

This states that the most effective approach is to combine improvements to the environment with carefully targeted information about travel choices, health benefits and recreation opportunities.

Department of Health 'Let's Get Moving' 2009

This sets out a significant opportunity for Primary Care Trusts (PCTs) to implement a more structured evidence-based approach to the promotion of physical activity.

Active Travel Strategy, 2010

Jointly produced by Department of Transport and the Department of Health this strategy highlights the need for the joint promotion of active travel.

Planning for Sustainable Travel, Commission for Integrated Transport, 2009

This makes the important point that *"there are significant associations between the built environment and travel"*.

This document is slightly critical of the reliance on travel plans saying that these aim *"to limit immediate traffic effects, normally target short-distance trips undertaken by walking, cycling or public transport, and leave unaltered the bulk of the car mileage generated. If the location of the development is poor, the mitigation measures are usually ineffective."*

The guide stresses that the most effective improvements are likely to be made *"when a range of urban planning, socio-economic and attitudinal variables are considered relative to travel behaviour"*.

2.1.2 Delivering a Sustainable Transport System (DaSTS)

Delivering a Sustainable Transport System (DaSTS) was the DfT's strategy document that introduced the idea that transport contributes towards overall societal objectives. The guidance for DaSTS includes several pointers to how transport is expected to develop. An exercise in scrutiny of the guidance from the point of view of Smarter Choices is shown in Table 2.1.

Table 2.1 – DaSTS and Smarter Choices

DfT Goal	DaSTS Guidance Requires/States	Implications for Smarter Choices is that we should
Economy	Increase the reliability and predictability of essential journeys Maximise the efficiency of the network and ensure it is well connected Ensure a coordinated approach among partners including freight. Support access to sites of key economic importance	Determine the exact locations where there is most pressure on the network and use targeted Smarter Choices measures where they will have most impact. Try to relocated non-essential journeys in time and space to reduce impact on economy Work to maximise the actual and perceived connectivity of non-car networks in new and existing developments Work with providers of employment to help boost work opportunities with a preference (but not an exclusive focus on) sustainable transport Engage in discussions about freight travel plans and campaigns to highlight food miles. Ensure real time information serves its purpose and resonates with people.
Carbon	Transport is a major source of CO2 and contributes 50% of all emissions outside of emissions trading. We must achieve an 80% reduction by 2050. Some trips produce more CO2 than others. The majority of CO2 comes from 10-50km trips (ref Sloman 2010). Councils have a programme to tackle CO2 which includes all aspects (such as school central heating boilers)	Contribute to the debate about what Slough society will look like with an 80% cut in CO2 Target trips of 10-50km, for example through workplace travel plans Link interventions to Air Quality Management Areas Include eco driving and car ownership in package Keep a watching brief on air transport Link in to the LA CO2 team

Health	Reducing the risk of death, injury or illnesses arising from transport promoting ways of travelling that are beneficial to health and reducing obesity considering the economic and welfare cost of the health problems caused by poor air quality Protecting our transport systems from terrorist attack. Risk assessing vulnerabilities and building in improved security, eg incorporating control vehicle access to railway stations.	Promotion of Slow Modes and reduced speed limits Take a balanced approach to eg cycle helmets Target AQMA areas and support overall air quality improvements via eg eco-driving and car choice. Become part of a complex chain of activity, obesogenic networks and access to food Support, promote and lobby for better design that considers sustainable modes first and encourages rather than just caters for healthy modes Include consideration of risk into the understanding of traveller behaviour.
Equalities	Equalities is not just about token gestures but is a fundamental consideration in the search for good. Equality of opportunity for all citizens needs fundamental attention given to developing a fairer society, narrowing the gap between rich and poor individuals and regions Transport must be accessible, affordable, available and acceptable to transport users.	Support and improve accessibility planning in order to provide everyone with access to the goods and services, employment opportunities and social and leisure activities they desire. Ensure that the measures aimed at increasing mobility are targeted at the most appropriate postcodes according to the demographic and socio-economic background. Incorporate into the Workplace Travel Plan programme consideration as to how to support the people of Slough make the most of their employment potential At a deeper level the transport and land use planning process must recognise the issue of car-centric planning and raise profile of the need to help the 25-40% of households without a car
Quality of Life	Improving people's experiences of travel at all stages of their journeys Minimising the impacts of transport on the natural environment, heritage and landscape Improving the way transport (e.g. road layouts and junctions) contributes to our streetscapes Enhancing transport's role in providing opportunities for social contact and access to leisure and services Reducing people's exposure to noise from transport	Give extra support to mode change projects which affect the most non-users Consider major projects of sustainable transport support that make a genuine difference. Not just be seen as a small scale remedial measure but be part of ambitious plans to improve the quality of life Support low-impact modes such as walking and cycling Work with urban designers to maximise the impact of improved public space

The analysis of the DfT's goals and an analysis of the links with National Indicators suggests some priority areas for consideration in planning a Smarter Choices programme. This should include:

- Careful targeting so as to contribute towards areas where there is a high need identified, whether this is a high congestion point or an area of high health needs;

- Considerable attention to partnership working. The new goals will especially require liaison with specialists in health and employment. Internal partnerships, for example with the Carbon Team, are also important;

- There should be a strong community participation element, including the 'third sector';

- Increased focus should be given to managing perceptions. Not just of whether or not a bus is available but also about how residents view their neighbourhood;

- A social marketing approach can be used to inform high level policy changes in areas wider than transport, such as changes that might be needed to reach the challenging goal of an 80 percent reduction in CO_2; and

- School travel planning should consider a whole curriculum approach and consider children's wellbeing in its widest sense.

2.2 Local Policy and Strategy Background

The policies and activities from previous LTP periods which are of most relevance to the Smarter Choices component are as follows:

2.2.1 Travel Plan Guidance and Strategy

In recognition of the need to promote sustainable transport in new developments SBC created a developers guide to Travel Plans. This includes advice and checklists covering:

- employee focused developments;
- occupier unknown developments;
- customer focused developments; and
- residential developments.

LTP2 contained an emphasis on continuing to work with new and existing businesses, concentrating on the business parks and larger businesses where the most difference can be made. There is a close working relationship with the Slough Trading Estates including the promotion of the Linx bus service.

2.2.2 Sustainable Mode of Travel to School Strategy

As required by the Education and Inspection Act (2006) the Council has published on its website a Sustainable Mode of Travel Strategy for Schools (SMoTS). The work during the LTP2 period resulted in all of the state schools having an approved travel plan by April 2010.

The programme of intensive action in schools funded by the Department for Transport (DfT) and Department for Children, Schools and Families (DCSF) ends in 2010/11. The schools field is constantly changing and the school travel stream should evolve to incorporate new policy directions such as The Carbon Management Plan for Schools and the wider Health agenda.

2.2.3 Station and Residential Travel Plans

The Heart of Slough including the new bus station and the Station Forecourt projects will change the way people see the bus and train stations. These works are currently underway and the new bus station will be completed in early 2011, with the remainder of works in the latter part of 2011.

Residential Travel Plans are increasing in importance. During the LTP2 period we incorporated into the Cippenham Phase III housing development the requirement that developers should provide travel vouchers and contributions to bus services. This will be further developed during phase IV, where a detailed travel plan also forms part of the planning permission.

2.2.4 Public Transport Information and Marketing

There is a separate LTP3 sub document on public transport. The LTP2 also featured a bus strategy which was successful in better integration of bus and rail services and through the delivery of the new Linx service to Slough Trading Estate, in which the success is partly down to joint-bus rail marketing and information provision.

Practical measures introduced as part of LTP2 included an A4 sized Slough Travel Guide covering local rail, bus and coach information, bus information is available on-line. As a result of bus service alterations accessibility has been improved along the A4 corridor particularly towards Heathrow.

Slough has contributed to the establishment of the national Traveline website by supporting the development of a regional database of public transport services and Real Time Passenger

Information (RTPI) is being introduced. As an example the new Sainsbury's store development in Slough is funding RTPI screens at the nearest stops and introducing an in-store screen.

The biggest change to public transport in many years will be the new public transport interchange.

2.2.5 Travel Awareness Campaigns

During LTP2 the council promoted the events "Walk to School Week", "National Bike Week" and the Council's own "Big Green Day Out". Achievements include the launch of the Walking and Cycling map, Promotion of "Walk to Health" and National Bike Week. During National In Town Without My Car day on September 22 as part of European Mobility Week activities encouraged more than 100 staff to leave their cars at home.

2.2.6 Car Share and Car Clubs

There is a dedicated site Sloughjourneyshare.com which was set up during LTP2. This is part of the successful liftshare.com network and has individual and group members in the Slough Area. Discussions have taken place with the other Thames Valley authorities as the travel to work area extends beyond the borough boundaries and car share is especially appropriate for longer journeys.

Following the success of commercial car clubs in London (e.g. Streetcar and City Car Club) and community car clubs in smaller cities and towns across the UK (e.g. Commonwheels in Reading), the travel plan coordinators of the former Berkshire authorities which includes Slough Borough Council, have begun investigating ways to encourage the development of both commercial and community car club schemes across the Thames Valley region.

2.3 Summary of Progress to Date

As in many UK authorities the LTP1 and LTP2 period were used to develop a capability and understanding of the need for Smarter Choices. In accordance with the DfT guidance LTP1 focused on school and workplace travel plans, with some public transport promotion. LTP2 began the process of Smarter Choices becoming more integrated within the transport strategy. Real progress has been made towards travel plans in schools and workplaces though less advances have been made in the other aspects of Smarter Choices.

The focus on travel plans has meant that other potential areas of cooperation with areas such as land use planning and accessibility have had less attention. Similarly cooperation with the health authorities is not as advanced as current national policy recommends.

Work is still undeveloped on understanding of Slough as a Place. More consideration of demographics, demand profiles and routes might answer key questions such as how many people live and work in Slough? Why do most people travel to work by car? How should transport work with the main collective issues in Slough such as health, education and economic development?

Smarter choices, though it started from a position of simply doing travel plans, does have the potential to evolve towards a more broad consideration of behaviour change that will support work against all of the LTP3 objectives.

3. Challenges and Options

The purpose of this document is to make progress against the LTP3 objectives. A first stage therefore is to consider each of the LTP3 objectives and establish where improvements are needed that are amenable to Smarter Choices interventions. By identifying the mismatch between current behaviour and the objectives, it is possible to plan improvements.

3.1 Current Behaviour

The available data and the results of the consultation suggest that there are elements of current behaviour that would need to be changed in order to achieve the LTP3 objectives. These specific changes in knowledge, behaviour and attitudes that would be required in order to meet LTP3 goals are as set out in Table 3.1 below.

Table 3.1 – Current Transport / Travel Behaviour in Slough

DfT goal	LTP3 objective	Description of Current Behaviour that needs to change if the objectives are to be met
Reduce carbon emissions	6. To reduce transport's CO_2 emissions and make the transport network resilient to the effects of climate change	People are unaware or unwilling to make fewer journeys People are correctly finding that there are reduced opportunities to use low carbon alternatives People are unaware or unwilling to use available low CO_2 modes.
Support economic growth, creating prosperity for all.	11. To ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub of the South East.	People are unaware or unwilling to make fewer unnecessary journeys in the places and at times that cause congestion affecting essential users. Some people are unaware that they could access better job opportunities if they used a wider range of transport options.
	12. To facilitate the development of new housing in accordance with the LDF.	Some people involved in housing developments do not appreciate the benefits of incorporating healthy and sustainable transport.
Promote equality of opportunity, celebrating diversity and enabling inclusion	1. To make sustainable transport options accessible to all.	There is sometimes a mismatch between known supply and demand for special transport
	2. To enhance social inclusion and regeneration of deprived areas	There is a general tendency for users of cars and providers for them to assume that everyone has a car.
Contribute to better safety and security and adding years to life and life to	3. To reduce the number of traffic accidents involving death or injury.	People cover too many miles in cars at too high a speed.
	5. To protect and improve personal health.	People are not including active travel in their day Those with influence on the built environment do not appreciate the need for

years		encouraging good health
	4. To minimise the opportunity for crime, anti-social behaviour and terrorism and maximise personal safety on the transport network	A minority behave badly A majority do not do enough to influence the minority.
Improve quality of life by making Slough a cleaner, greener place to live, work and play	7. To minimise the noise generated by the transport network, and its impacts.	People prioritise motorised modes. Driving styles are too harsh hence increasing vehicle noise levels.
	8. To mitigate against the effects of travel and the transport system on the natural environment, heritage and landscape.	Over emphasis on damaging modes of travel. The non-users of transport are negatively impacted and their needs are not receiving the attention that they should People do not often enough choose modes that positively increase the quality of life such as walking and cycling
	9. To achieve better links between neighbourhoods and access to the natural environment	Transport providers are not working with other agencies to bring positive improvements
	10. To improve the journey experience of transport users across Slough's transport networks.	There is sometimes a mismatch between supply and expectations. Some essential supporting travel information is badly specified or poorly implemented.

This can be seen to fall into common themes:

- There is a strong perceived and actual Need to Travel. Journeys are being made that may not have to be made if there was better Accessibility to local goods and services;

- The reality of the low availability of non-car alternatives means that journeys are being made by car. There appears to be a bias towards car use in transport planning and street design; and

- Sustainable Modes are offering a good service but further marketing is needed to support members of the public who are either unaware of the need to change (and therefore needing to be informed) or aware but unwilling or unable to change (and therefore needing persuasion). Once the decision has been taken to drive there is insufficient use of low carbon motor vehicles and eco-driving techniques.

This means that from a Smarter Choices perspective then there is a need to develop a programme that can work towards rectifying this behaviour by managing perceptions whilst accommodating reality. It is not sufficient to focus just on one aspect in isolation. To make a real difference the three elements of the need to travel, the networks and the perceptions will need tackling.

Note that this will require influencing public actions but will also require an element of "internal marketing". Those who can influence how transport is provided and how it is used will play a big part in creating the environment in which positive transport change can happen.

The new LTP3 goals are wide ranging and this will require move towards a broader consideration of travel behaviour. Existing activities, such as travel planning, will remain an important part of the proposed new programme, however. The new Smarter Choices programme will provide an overall supporting umbrella under which existing strengths such as school travel planning will flourish.

3.2   Specific Local Challenges

Many of the problems faced by Slough are as a result of our success. There is significant congestion, especially on the A4, that affects air quality, safety and bus reliability. Bus provision is not as high as some other cities initiatives, such as real time public transport information and bus priority measures are relatively recent.

Workplace travel plans have been a success but mostly with larger companies and almost exclusively as part of planning applications with smaller businesses having less engagement. The Council's own travel plan has been developed, although balancing parking need and supply remains an issue.

There is a Smarter Choices section on the Slough Borough Council website, though this would benefit from updating. This could be a suitable location for new planning guidance. A suitable mechanism is still needed for monitoring the status or progress of workplace travel plans.

School travel planning successes have been made in the local state schools though independent schools have been more reluctant to engage. Parental choice continues to add to school travel. Slough has Church of England, Roman Catholic, Sikh and Muslim faith schools. Despite some parental interest, it has proven difficult to encourage sufficient volunteers to support an active walking bus initiative.

3.3   Justification and Evidence Base

The DfT did a review of Smarter Choices in 2004 that suggested the potential for car reduction as shown in Table 3.2. This shows the best estimate of the extent to which travel demand can be reduced using Smarter Choices measures.

Table 3.2 – Effectiveness of Smarter Choices Interventions

Journey purpose	Soft factor	Impact*	
		Non-urban	**Urban**
Journey to work	Workplace travel plans	2 to 4%	5 to 9%
	Car sharing	0.6 to 11%	0.6 to11%
	Tele-working	3 to 12%	3 to 12%
Combined impact of workplace travel plans, car sharing and teleworking, allowing for double counting		*5 to 24%*	*8 to 26%*
Journey to school	School travel plans	4 to 20%	4 to 20%
Business journeys	Tele-conferencing	2.5 to 18%	2.5 to18%
Shopping trips	Home shopping for groceries	1 to 4%	1 to 4%
Personal business trips	Local collection points	1.5%	1.5%
Multiple journey purposes	Personalised travel planning	<1%	1 to 3%
	Public transport information/marketing	0.1 to 0.3%	0.3 to 1.1%
	Travel awareness campaigns	0.1 to 1%	0.1 to 1%
	Car clubs		0.03% - 0.06% (up to 3% long term)

From DfT (2004) page 348 expressed as a percentage reduction in car mileage for car clubs, car sharing, home shopping for groceries and local collection points otherwise car trips.

Note that this demonstrates that there is a full toolkit of measures that could form part of a Smarter Choices campaign. A report in 2009 added Eco-Driving and Residential travel plans to this list.

The *Sustainable Travel Towns* project which ran from 2004 to 2009 in Darlington, Peterborough and Worcester, invested a total of £15 million into the implementation of sustainable travel measures over the lifetime of the projects. The towns implemented a programme of measures to increase the use of sustainable travel modes and reduce single occupancy car use, including a range of both infrastructure and training and marketing initiatives. Monitoring programmes have identified the following outcomes between 2004 and 2009 (taken collectively from the three towns).

Table 3.3 – Results of Mode Shift Achieved at the Sustainable Travel Towns

Mode	Darlington*	Peterborough	Worcester	Comparison town
Walking	+14%	+14%	+12%	-17%
Cycling	+113%*	+12%	+19%	-34%
Car (as driver)	-9%	-9%	-7%	-1%
Bus	-2%	+35%	+20%	0.5%

The estimated outturn costs of the programme cost £10 per person per year (roundly £11 at November 2009 prices), including both capital and revenue expenditure. The estimate of cost per car kilometre removed was 3.6 pence (4 pence at November 2009 prices) and the implied benefit-cost ratio of the achieved outcome, allowing only for congestion effects, would be of the order of 4.5.

The benefit-cost ratio of 4.5 represents a conservative estimate that only includes congestion effect. If the analysis included environmental, consumer-benefit and health effects on the basis of recent Department for Transport modelling then this could broadly double the congestion-only figure. A full benefit-cost ratio for forward projection, comparable with other transport investments, including a longer term assessment of both costs and effects on demand, is more likely to increase the figure from 4.5 rather than reduce it.

The findings of the demonstration towns suggest that key considerations of a Smarter Choices programme should include:

- invest in a strong brand;

- ensuring that information and publicity materials were widely distributed;

- innovative campaigns to celebrate sustainable travel;

- clear synergies from a broad programme;

- programmes can be successfully targeted to encourage specific modes;

- greater investment in a systematic approach to reduce car use for travel to work;

- Interventions targeted at specific modes are most effective when accompanied by improvements in quality; and

- A large-scale Smarter Choice Programme must therefore address both service quality (in marketing terms, the 'offer'), and information, marketing and promotion.

The authors of the DfT evaluation report concluded that "we judge that the experience in the three Sustainable Travel Towns (and elsewhere) is now sufficient to justify widespread development and delivery of town-based Smarter Choice Programmes".

3.4 Funding and Management

The previous LTP2 saw a programme of support to workplace and school travel plans, along with some other measures that could be seen as related activities. The emerging challenges of LTP3 mean that a more holistic approach to behaviour change is needed and to make best use of this will require funding allocation. In order to manage this process it will be necessary to build upon the previous successful work with school travel plans and workplace travel plans to evolve into a coordinated Smarter Choices campaign.

Figure 3.1 shows how the LTP2 activities will evolve into a more holistic approach. LTP3 will develop the Smarter Choices team and make best use of this, whilst keeping in mind that in the longer term we would expect several branches of related activity such as physical activity and reducing CO_2 to be incorporated into a fully integrated strategy. Figure 3.1 shows how the approach taken in LTP1 and LTP2 will evolve into a more holistic approach during LTP3 and beyond.

Figure 3.1 – Smarter Choices Evolution

Evolution of Travel Plans to Behaviour Change
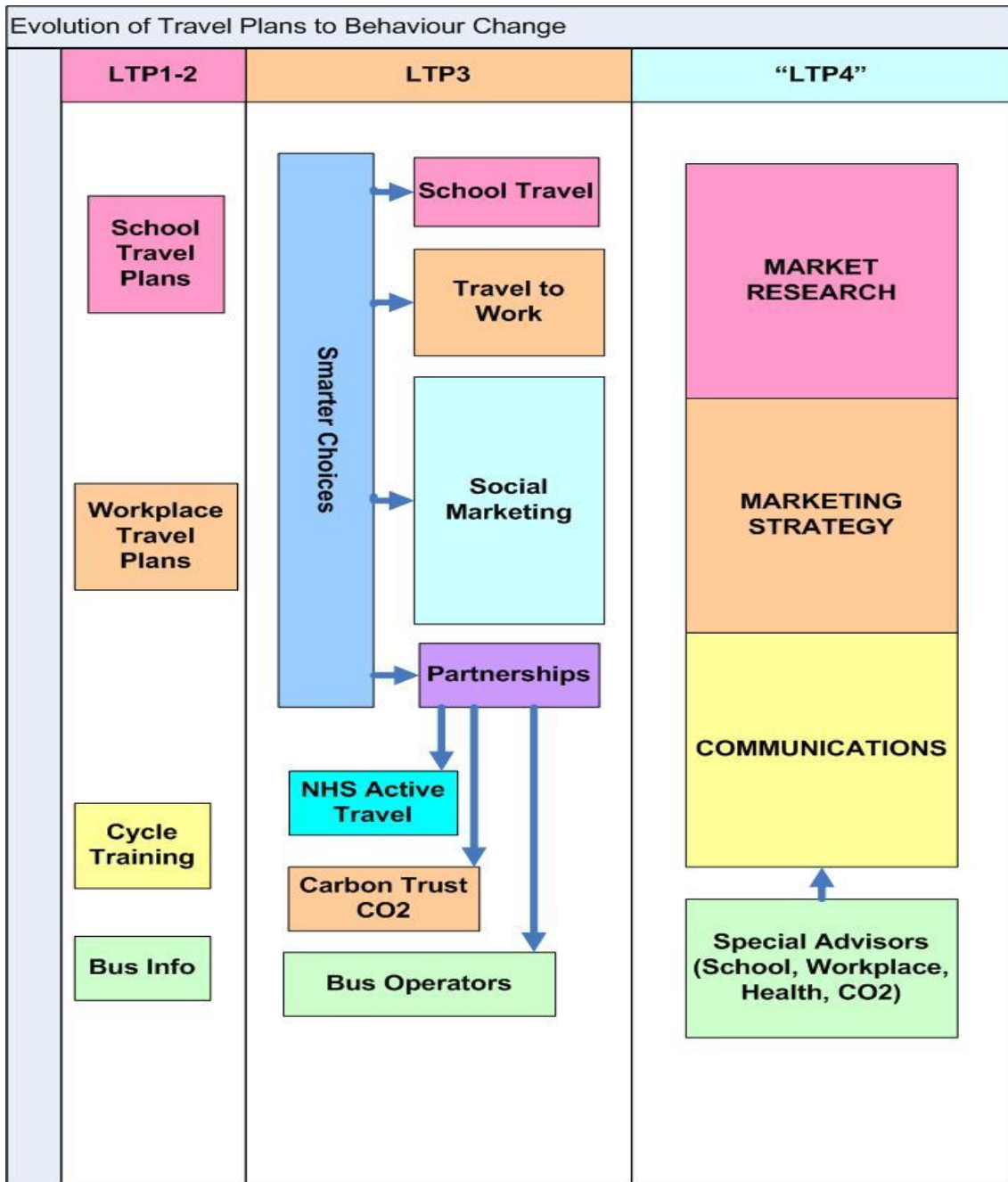
Partnership working has already been identified as being such an important part of the behaviour change process that a specialist workstream associated with this will be developed. This will, for example, make sure that other members of the Local Strategic Partnership are fully engaged and full advantage is taken of all possible synergy (for example with the Change 4 Life campaign).

Although measures to promote behaviour change were previously classified as 'revenue' spending, the new integrated approach will require a mixture of capital and revenue. This is in keeping with the LTP3 guidance which promote the use of a 'package' of measures. For example, in the same way that a temporary diversion sign is an integral part of a capital road scheme, then a cycle map is a core part of a cycleway construction.

One possible mechanism for funding the Smarter Choices programme is as follows:

- For scheme related projects, such as promoting cycling to residents adjacent to a cycleway: 1 to 4 percent of the capital cost of the scheme;

- For school travel plans it is proposed to continue to fund from LTP funds the existing team that until now has been paid by DfT/DCSF grant when this grant ceases;

- For workplace travel planning the Council will make use of Section 106 payments (or similar in future) as identified in our Supplementary Planning Document – Developers Guide Part 3; and

- For all other measures the Council will use a component of the overall integrated transport budget. This will be set at 1.0 percent in the first year rising to 4 percent in later years.

This proposed boost in spending, together with the improved planning and management of goals will ensure that Smarter Choices becomes a central part of our approach thereby increasing progress towards our overall aims. The Council is also interested in developing a large package of Smarter Choices measures similar to those used in the DfT demonstration town project. This could be submitted for 'package' funding via the Urban Congestion Fund, or its successor.

These proposals for funding this component would need to be considered alongside the wider programme and have to be ratified by the appropriate council procedures.

4. The Travel Behaviour Change Strategy

Having set a goal of achieving a full behaviour change programme we can then establish how this can be done. The Central Office of Information (COI) guide is a recent (2009) review of a wide range of public policy intervention possibilities and represents a summary of current best practice. This can be summarised as follows:

1. Work out exactly what you want to happen

2. Decide who exactly needs to change

3. Use a suitable conceptual framework to guide thinking on how to understand behaviour

4. Develop a marketing plan to include all possible means of achieving change

5. Prepare a communications plan to cover the details of achievable interventions.

Some more details of this process is explained in more details in the appendix.

The overall strategic framework for the Smarter Choices component derived from the more detailed wok in the appendix simply put implies that when it comes to transport we must consider: the social obligations that people have to go about their daily lives, or their *Need* to travel. Then the opportunity to change onto alternative *Networks* must be allowed. Finally there is a 'hearts and minds' component that must understand the personal inclination of people (which if looking for a third N could be *Niceties*).

The strategy as outlined here is a starting point. It will evolve as more information and experience is accumulated. Maintaining the strategy and its associated action plan will be an action in itself, as will be expanding it to suit the prevailing conditions. The review of previous work, the analysis of objectives and the theory planning stage all point to the need for a structured approach. The need was also identified to introduce some new activities and include an element of internal marketing, but also to maintain the strengths in existing priority areas such as travel plans. Figure 4.1 below shows how the existing toolkit of measures in LTP1 and LTP2 will be enhanced and strengthened by new activities in order to achieve the objectives of LTP3.

Table 4.1 – Evolution of LTP Smarter Choices Measures

Strategy Element	LTP1 and LTP2 Measures	Additional LTP3 Proposals
Influencing the Need to Travel	Residential travel plans	Support intervention to influence perceptions of Accessibility Planning
Improving Networks for Non-Cars	Some input from eg school travel plans. Public transport promotion. Cycling and walking maps.	New programme of engagement with planning process. Facilitating direct increase of the full range of options including car share and car clubs.
Increasing Inclination to use healthy and sustainable modes or to use cars more sustainably	Travel Plans.	Travel Awareness and Marketing Campaigns. Support walking and cycling strategies and help identify the need for more public transport. Travel Plans. Supporting partners with driving and vehicle choice programmes

The preparation of strategies and plans is to be done with a clear purpose of increasing the effectiveness of the actual measures. An important part of the work of a Smarter Choices team leader will be to monitor the strategy and to adjust the range of tasks as necessary. The early indications are that the following list of tasks is the best way of combining the need to accommodate changes needed to meet the LTP3 goals with consolidation of the strengths of

LTP2. Having established that the LTP3 goals can be met by giving attention to the need to travel, networks and behaviour change niceties then we can consider how we best do this.

4.1 Smarter Choices and the Need to Travel

4.1.1 Accessibility Planning

Although behaviour change measures can be effective they rely on the availability of opportunities to change. One of the principle determinants of travel choice is the accessibility of basic needs. The analysis and strategic planning of accessibility improvements is contained elsewhere in this LTP. Such is the importance of this area that a new strand of activity is planned in which the Smarter Choices team will provide an additional level of effort to accessibility planning.

The Smarter Choices team will use its knowledge of local people's travel choices and its access to distinct groups such as workplaces and schools to support research into actual patterns of accessibility but also perceived ones

The Smarter Choices strategy contains a large element of networking, partnership building and internal marketing. The team will therefore be in a good position to help facilitate the involvement of wider groups, such as the health sector, into accessibility planning.

4.1.2 Influencing the Planning System

The Commission for Integrated Transport (CfIT) makes it very clear that the best way to reduce car use is for a coordinated approach that mixes transport and land use in a sustainable manner. It is highly relevant, therefore, for a Smarter Choices to support improvements to planning and land use.

In recognition of the need to promote sustainable transport in new developments the Council created guidance checklists for Travel Plans. This also describes how to do a site audit and includes cycle parking guidelines. The Council provides ongoing support to developers to help them develop their travel plans. In order to fund this, the Council is moving towards collecting monitoring fees of £3,000 to £6,000 per development and will be using financial penalties to encourage modal shift.

During LTP3 there is a need to develop the relationship between transport, land use and sustainability even further. Health partners will also be encouraged to become involved in discussion about how the Borough will develop.

Initial discussions with Bracknell, Royal Borough of Windsor and Maidenhead and other Berkshire authorities on cross border working, possibly setting up a Berkshire or Thames Valley partnership, will be continued.

4.1.3 Urban Design

Good urban design has a key part to play. The right combination of planning and highways design can improve well being and encourage more people to walk and cycle. Whilst Smarter Choices does not include urban design they have a shared emphasis on public participation and consultation. There is a complex interaction between the design of the space between buildings and the extent to which people are willing to walk and cycle (but also to linger and to socialise).

There are major and substantial changes happening in Slough during the LTP3 period, the most notable of which is the Heart of Slough which has planning permission for a major mixed use redevelopment of Slough. This will include public consultation and an information programme.

Other significant developments included in the Local Development Framework proposals include residential redevelopment on part of Queensmere/ Observatory Shopping Centre sites in the

centre of Slough. The shopping centre will remain with 800 residential units muted. Further development of the Slough Estates (SEGRO) site is also planned. The Council is working closely with SEGRO and ensuring maximum mitigation is delivered as part of the Leigh Road Central core development of 130,000 sq. m of office development, hotels, retail etc.

These are such important projects that the full weight of the Smarter Choices team should be used to support their success and ensure they reach their maximum potential. There is the need for a strong strategy and resources in place to ensure that healthy and sustainable travel takes a lead in the development of these sites and is not just seen as an 'add-on' once it is too late to change.

4.1.4 Influencing Perceptions of Local Availability

If people are travelling long distances because they assume there are no suitable alternatives available locally then this assumption should be put to the test. Where there is good local availability then the Smarter Choices team will become marketing partners.

As an example, the promotion of local shops in an area such as Langley would both help to reduce travel and would also work towards wider goals of community cohesion and economic development.

Figure 4.1 gives an example of how such a promotion might look. In this example zones representing a 5, 10 and 15 minute walking zone around a centre were developed and every household living within the 15 minute walk had a promotional guide along with commonly branded marketing interventions.

Figure 4.1 – Examples of Local Marketing Campaigns

4.1.5 Information Technology and Travel

Slough is located in one of the most important areas for information technology in the UK. Local businesses are working at the leading edge of important new technologies that have the potential to transform the way we live and work. This is such a rapidly evolving area that the Smarter Choices Team would need to establish good links with industry partners. The Council would not

be able to offer direct funding but the Smarter Choices Team will investigate the extent to which non-monetary resources and local authority opportunities can be made available on a non-exclusive basis to help stimulate local activity in technology that can reduce travel.

The 'Workwise' programme developed a structured approach to helping businesses take full advantage of incorporating new IT practices that can, amongst other things, reduce travel. The Smarter Choices Team would propose to use a similarly comprehensive methodology to encourage maximum benefits from this. As part of this the Team would encourage local employers to make more use of local staff in order to reduce travel, though this would also have social benefits.

4.2 Smarter Choices and Network Provision

4.2.1 Network Management

There is a complex interaction between the connectivity of the overall traffic network and the propensity to walk or cycle. This has been largely neglected since the 1960s and many modern developments fail to cater for, let alone encourage, walking or cycling.

Encouraging walking: advice to local authorities" (DETR, 2000a) recommends using the "Five Cs" as a checklist to assess the overall quality of the existing environment for walking: Is the walking environment:

- Connected?
- Comfortable?
- Convenient?
- Convivial?
- Conspicuous?

The complex nature of the interaction between space and mode choice is such that instant improvement will not be easy. However the Smarter Choices Team will be the interface between the public and the space:

- Checking all developments for walkability and 5Cs attractiveness;
- Supporting access to good areas by positive promotion; and
- Helping to develop Supplementary Planning Documents.

The choice of travel will be determined by the options that are actually available and how those choices are perceived. It is important to understand what options are within the reach of users before attempting to promote their use. The detailed understanding of perceptions is explained in Figure 4.2. This demonstrates how efforts will be directed at closing the gaps between perception and reality of travel choice availability.

Figure 4.2 – Perception and Reality Diagram
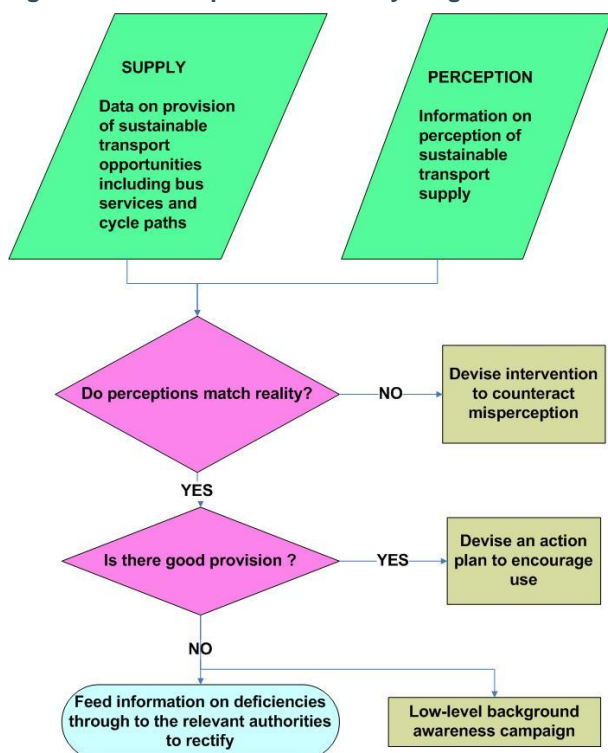
4.2.2 Public Transport Support

A Quality Bus Partnership with First Berkshire resulted in significant investment by both the Council and the bus operator. Enhanced services have been provided to the major employment sites at Heathrow and the Slough Trading Estate and upgraded bus stops and shelters have been installed along the A4 London Road.

Real time passenger information (RTPI) now operates at Slough rail station for rail services, about half of First Berkshire's bus fleet in Slough has on-bus RTPI equipment funded by neighbouring authorities and procurement of RTPI for bus passengers is underway.

BAA, Slough Borough Council and First Berkshire have invested heavily in improving bus services to Heathrow and have seen significant increases in local bus journeys to the Airport.

The £450 million 'Heart of Slough' project will include a new bus station and measures to improve pedestrian flow between the High Street and the bus and rail stations. The bus station is due to be completed in early 2011 and will form a key part of the Council's vision for Slough as a regional transport hub.

Coach transport is an important part of transport in Slough. The Rainbow Fares initiative was highly commended by UKBUS for bringing a new, simple approach to marketing coach services linking Windsor, Slough and Bracknell with London that helped passenger numbers increase by 23 percent.

As part of the LTP3 therefore we will:

- Create a marketing strategy for the transport hub including coach transport;
- Contribute to local communication campaigns including 'spider maps' for bus stops in town centres and around hubs;

- Extension of SMS text timetable messaging at selected bus stops; enhancing availability of information on Council's website; and promotion of bus services through better information provided as part of travel plans;

- Support the introduction of Real Time Public Transport Information and encourage its use. Use the info from it to establish the areas where delays are highest and therefore where other smarter choices measures may be needed to reduce car use;

- Work with local bus quality corridors with priority given to the A355 Farnham Road which is to benefit from new 'SCOOT' traffic signals;

- Work with providers to help test the case for bus rapid transit in Slough;

- Keep up to date with and where appropriate encourage ticket purchase via Corporate Travel Schemes/salary sacrifice schemes;

- As part of special destination plans support London Heathrow Airport and SEGRO services;

- Do a market research plan for the introduction of smartcards; and

- Complete and act upon a Slough Train Station Travel Plan.

4.2.3 Car Clubs

Since last looking at car clubs during LTP2 there have been significant advances nationally with now more than 2000 car club vehicles in Greater London. The state of the industry has also advanced with now some very large and sophisticated players. Car club members have been shown to make fewer trips and make more use of sustainable transport and so there are advantages in their promotion. To subsidise cars in an unviable area would not have long term benefits, however.

Discussions with the national car club charity Car Plus suggests that the best way to encourage car clubs forming would be to incorporate considerations of car club into new planning documents related to parking standards

Alternatively the Council can help by encouraging large businesses, or act as a pilot to re-allocate a selection of pool cars as car club cars, available to workers during the day and then to neighbours. An offer could be made to all of the car club operators to help with market research to establish exactly which postcodes in the borough would best support a commercial car club.

4.2.4 Car Share

Car share schemes offer significant potential to reduce single occupancy car journeys. However they do require marketing support and this usually falls to the local authority.

The current scheme has the advantage of being clearly focused on the town with a local identify. However the journey patterns of local residents are not all internal. It might be that joining a Berkshire car scheme, or a Thames Valley one would be as effective and would allow cost sharing.

The car share scheme is ready for revisiting. A review should examine the costs and benefits and undertake some market research with potential users to establish exactly what influences users and potential users

The main element of the Council's approach to car sharing will be:

- To take all opportunities (particularly through travel planning activity) to promote car sharing as an alternative means of transport to the single occupancy car;

- In partnership with other stakeholders to identify opportunities to introduce incentives to car sharing (e.g. provision of dedicated spaces for car sharers particularly within new developments); and
- To investigate the potential for the development of local area car sharing initiatives (e.g. focused around SEGRO or Heathrow).

The Council will monitor its approach to car clubs and car sharing and review as necessary

4.3 Influencing Inclination to Travel Sustainably

It is important to consider the need to travel and examine the networks available for use other than by single occupant cars. Alongside this is the need to consider how to influence the inclination to use these alternatives.

A full marketing strategy will be developed and refined during the course of the LTP3 period. This will include a full consideration of how a full range of marketing techniques can be used to analyse and to plan. This will include a communications strategy that will make full use of all available media.

In keeping with the need to maintain compatibility with the LTP2 programme, however, the principle means of influencing behaviour will initially be via an extension and development of the existing programme of travel plan implementation.

4.3.1 Workplace Travel Plans

LTP2 recognised the need to work with new and existing businesses to promote sustainable travel; this included working with partners at the Highways Agency as part of their "Influencing travel behaviour on trunk roads" and with Slough Estates (SEGRO).   Other large employers such as Yell and B&Q have adopted Workplace Travel Plans and some measures have been introduced. The Council's own travel plan has been approved and implementation is underway and Fuller Logistics, UCB Celltech, ICI Paints and Mars have begun the process of developing a travel plan.

Framework travel plans have been requested and received for nursing homes, religious organisations, large gyms and several schools being redeveloped along with a major new Sainsbury's supermarket under construction.

Although LTP3 is expanding to encompass more than just travel plans these will remain a vital tool for achieving aims. The recent Sustainable Travel Town programme stressed the importance of commuter trips in the 10 to 50 km zone because these create the most CO_2.

The most important site for workplace travel is the Slough Trading Estate. This is managed by SEGRO but includes 400 separately managed businesses. Wexham Park Hospital is a large regional hospital on the Slough/Bucks border. The Thames Valley area is an important centre for industry and commerce.

The Smarter Travel Team will therefore maintain the existing programme of workplace travel plan support and additionally:

- Develop and Maintain a contact management database linked to a graduated offer of assistance;
- work with the 400 separate businesses on the SEGRO estate to determine which have the most potential for change;
- Work with health providers to do travel plans including at Wexham Park Hospital; and
- Investigate the opportunities associated with a regional workplace travel plan group similar to the Thames Valley Eco Partnership.

4.3.2 School Travel Plans

Slough already has a successful School Travel Plan programme. All state schools in the borough have a school travel plan and a Sustainable Mode of Travel to School Strategy is on our website.

One aspect of school travel that needs consideration is that on the one hand the Government is requiring 100 percent of schools to have a travel plan, but at the same time some of these schools have no chance of making any real contribution towards LTP3 goals. Whilst not ignoring schools that have not shown any interest in completing a plan, therefore, emphasis will be placed on those that can contribute.

In keeping with the wider aims of the Council the Smarter Choices Team will also work with our education service towards the wider aims to deliver improved life chances and opportunities for all children and young people in Slough. Combining travel awareness messages with curriculum activities is one example of this. The Team will also keep abreast of the latest initiatives that schools are involved in and offer to help them with this. An example being that we will offer to help them write the transport section of their Carbon Management Plan.

Working with health partners in areas of high childhood obesity will also be incorporated into the School Travel Programme.

As part of the Sustainable Mode of Travel to School Strategy the Smarter Choices Team will increase the attention given to public realm improvements outside of schools, especially where this has highest potential to encourage mode shift. A number of schools are getting enlarged or receiving funds from Building Schools for the Future – this is an opportunity to get funding for capital measures

The Smarter Choices Team has already initiated discussions between the Council's Transport and Education Departments to establish the best way to fund better parking enforcement outside schools; and the Bike-It officer and School Travel Advisor roles as existing funding for the posts will come to an end during the early parts of LTP3.

As part of the school travel strategy the Smarter Choices Team will also investigate whether changes to school start times, or even school term times could be used to reduce the impact of school travel.

4.3.3 Personalised Travel Plans

The sustainable travel demonstration towns spent a large proportion of their funding on personalised travel planning involving direct contact with local residents. This is undoubtedly an effective way of initiating change but is also an expensive one.

Before any personalised travel planning takes place the Segmentation and Targeting exercise as referred to in Figure A2 (Appendix A) would be undertaken to demonstrate where the greatest need is for health, inequalities or carbon reduction, for example. Working with appropriate partners in health or employment could also help maximise the benefit of a personal intervention.

The Smarter Travel Team will also use LTP3 to trial what could be a more cost-effective semi-personalised approach. This follows the findings that many of those who changed as a result of personalised travel planning changed to walking, and did so because of the 'nudge' effect of being reminded about distances rather than making use of actual routes.

An example as shown in Figure 4.3 will be trialled and carefully evaluated for cost-effectiveness.

4.3.4 Residential and Station Travel Plans

Residential Travel Plans are increasing in importance. During the LTP2 period the requirement that developers should provide travel vouchers and contributions to bus services was incorporated into the section 106 agreement for the Cippenham Phase III housing development. This will be

further developed during phase IV. Residential travel plans have also been secured through the planning process for developments at Kennedy Park and Castleview.

The Smarter Choices Team will continue to explore new ways of improving residential travel, will develop specific guidance and will ask for residential travel plans from all new applications for large developments. As residential travel planning develops, the Council may be in a position to offer a travel plan coordinator service to residential developments that would be funded through section 106 contributions. This would seek to help residential developers manage their travel planning responsibilities once developments are occupied.

Slough Station has not progressed very far with a Station Travel Plan because of the new changes currently under development. The Smarter Travel Team will continue to participate in the plans for a new transport hub and will work with the rail authorities to develop plans at Langley and Burnham stations also.

4.3.5 Travel Awareness Campaigns

As part of an overall marketing strategy the Smarter Choices Team will create a marketing communications plan based on a balanced marketing mix. This will, for example, work to a hierarchy of marketing communications in which there will be:

- An overall campaign to raise awareness of the need to consider a sustainable approach to travel and access. This will include internal marketing and lobbying (for example with respect to the location of post offices and the need for housing estates that are both crime free and permeable);

- A set of thematic interventions at a medium intensity. For example the school travel plan campaign fits into this level; and

- A direct, highly targeted approach. The highest cost approach can also achieve the biggest changes. This will be reserved for areas of special need and will include Personalised Travel Planning, though the Smarter Choices Team will also trial other potentially more cost-effective Semi-Personalised approaches, an example of such an approach is shown in Figure 4.3).

As an example of low level awareness raising can be found in the campaign *"If you're not going far, forget the car"* was developed in rural North Yorkshire and then sold on to 26 other authorities from Aberdeen to Cornwall. This will not create instant change but is an important part of the preparatory work necessary to increase the chances of acceptance.

Figure 4.3 – Semi Personalised Travel Planning Tool
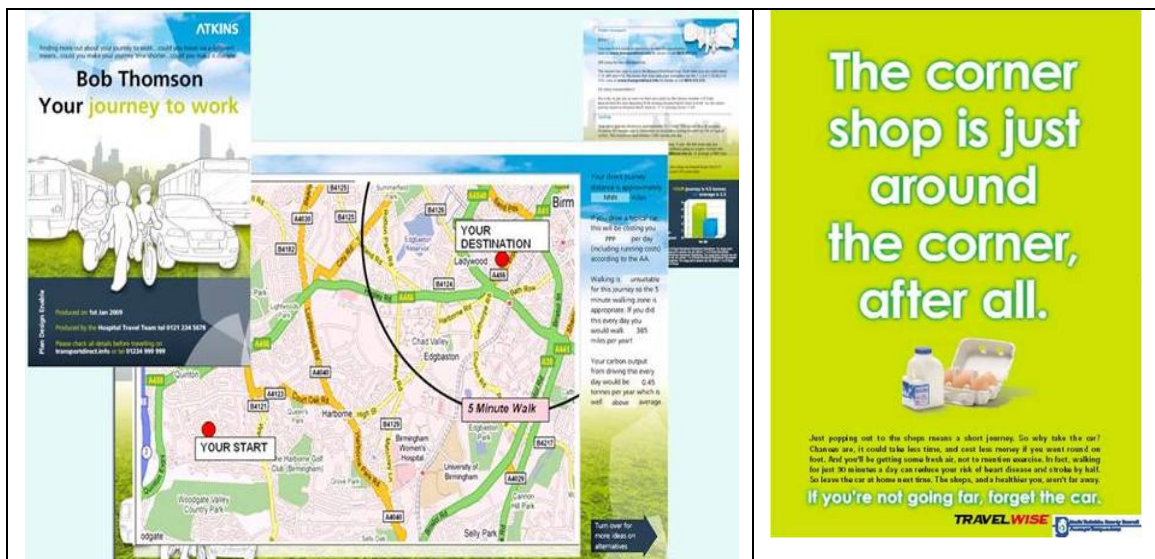
> A marketing mix should balance overall awareness raising and targeted campaigns using personalised or, as illustrated, a potentially more cost-effective semi-personalised approach. This presents trip information based on postcodes not for detailed planning but to act as a 'nudge' reminder about costs in time, distance, money and CO_2 use.

4.3.6 Special Destinations

A key feature of the Slough LTP3 is the need to consider the destinations that have an especially high influence on local travel patterns. The Smarter Choices Team will give special attention to the following:

- The Slough Trading Estate run by SEGRO;

- London Heathrow (outside of Slough but a major influence); and

- Slough Town Centre.

In these locations the Smarter Choices Team will work with partners (e.g. British Airports Authority owners of London Heathrow, London Borough of Hounslow, SEGRO and the SloughTown Centre Management to do the following:

- An audit of accessibility between these major destinations and the rest of Slough;

- A list of pinch points, missing links and other deficiencies for all transport modes;

- An action plan in the form of a complete marketing strategy; and

- Action plan including quick wins.

4.3.7 Targeting Hot-spots and Cold-spots

Smarter Choices measures have the advantage of being highly flexible. This means that they can easily be targeted, for example at individual postcodes. Therefore a special programme can be developed in association with partners including accessibility, public transport and freight that can directly target areas of difficulty.

The Air Quality Management Area (AQMA) in Slough is an especially deserving candidate for an extra focus from Smarter Choices activities. This would be done in partnership with relevant partners such as the Environment Agency and Energy Savings Trust.

In view of the full extent of the difficulties faced by the 25 to 40 percent of households without access to a car these will be seen as a special target group. An awareness raising programme will be developed to engage with internal and external relevant partners.

Non-users of transport will also be a special group. Particular attention will be paid to supporting quality of life initiatives. It can be argued that quality of life in its widest sense is the fundamental driver for all other policy goals and actions. Increasing economic productivity, improving health, security and safety etc are not ends in themselves - the underlying reason for doing any of these is to provide people with a better quality of life.

4.4 Matching Actions to Goals

Table 4.2 below demonstrates how the components of the strategy as described above are mapped against the LTP3 goals. It is noticeable that there is a good coverage across all of the goals with a particular emphasis on reducing CO_2. It is also worth noting that the Smarter Choices programme produces no adverse impacts. This, along with its positive cost-benefit ratio, makes it a very valuable set of techniques.

Table 4.2 – Strategy Components compared to LTP3 Goals

	Reduce CO2	Economics	Access for all	Social Inclusion	Accidents	Health	Crime and terrorism	Noise	Natural environment	Neighbourhoods	Journey experience
Accessibility Planning	++	++	++	++		+	+	+	+	++	
Influencing the Planning System	++	++	++	++		++	++		+	++	
Urban Design	+	+			+	++	++	++		++	++
Perceptions of Local Availability	++	++	+	+		+	+	+	+	++	+
Information Technology	+	+			+			+			
Network Management	+	+			++	++	+	++		++	++
Public Transport Support	++	+	++	++	+			+	+		++
Car Clubs	+		+								+
Car Share	++		+	+				+			+
Workplace Travel Plans	++	+									
School Travel Plans	+				++	+				+	
Personalised Travel Plans	++		+	+		+			+	+	
Residential & Station Travel Plans	+	+	+	+	+		++	+			++
Travel Awareness Campaigns	+					+				+	
Special Destinations	+	++	++	++						+	
Targeting Hot-spots & Cold-spots	++	++	+	+	+	+	+	+	+	+	

The table above represents a best estimate using current knowledge. An important part of the work programme would be to investigate this further and adjust the priority of the efforts towards the areas where the benefit is highest.

4.5 Innovative Aspects

The Smarter Choices Team does not propose to do innovative thinking for its own sake. However the overall holistic approach means that there are some areas of proposed activity that are not currently in commonplace use. Examples of this would be using knowledge and experience of public information campaigns to increase the effectiveness of other transport interventions such as the introduction of changes in parking rules. Targeting based on non-transport indicators is also a new idea that will require new forms of measurement.

Ideas to be developed during the course of the LTP3 period would include the following:

- Management of attitudes prior to change – e.g. parking restrictions and removal of street clutter;

- Active targeting of inequalities as a KPI for targeted intervention;

- Active targeting of health – with partners for NI 56;

- Creating a Taxi marketing strategy. This is an important local mode which has potential to replace short local trips;

- Campaign to directly tackle the culture of cycling in general (rather than on specific routes); and

- Modelling of lockinability – the benefits of behaviour change need to be captured and retained or else they will simply be replaced by newly generated journeys.

4.6 Monitoring

The most reliable source of monitoring will be from industry-standard loop detectors installed on key access routes. There are new developments, for example in Automatic Number Plate Recognition (ANPR) devices that should become appropriate in the near future. At present they are intended for use over months rather than years but they could one day be used to track, for example, the amount of traffic associated with new development compared with that passing straight through. This form of monitoring is proposed as part of the monitoring strategy for the modal shift travel targets incorporated within the section 106 agreement for the Leigh Road Central core redevelopment of Slough Trading Estate by SEGRO.

When it comes to travel marketing there is a distinction to be drawn between the kind of surveys that would be done for scientific research (in which scrupulous attention is given to listening rather than talking) and a personalised marketing process that would take full advantage of the chance to do a little gentle persuasion. There is clearly a place for both. In the early days market research should aim to build a clear picture of the issues but should also be part of a two way communications programme related to the overall strategy for Slough. In the early stages the use of complex travel surveys such as travel diaries would be very useful but would have to take into account that too regular surveys might suffer from survey fatigue.

Through the market and research campaigns it is important to understand the reasons why different groups of people (age, gender, socio-economic, and ethic) do and do not use a variety of sustainable modes. A common mistake when planning a strategy for encouraging the use of a particular mode is that the professional assumes that there are logical and reasonable thought processes as to why people do not use a mode and seek to address these. However, in reality some of the reasons why people do not use sustainable modes are spurious and illogical to the transport planner, but these are things that need to be addressed.

Each of the measures forming part of the strategy will have its own indicators. These will include indicators of both outputs and outcomes. The school travel plan work, for example, began by measuring the output of number of travel plans created. This is now evolving into the more outcomes basis of measuring the reduction in traffic that has occurred. Smarter Choices work is relatively new and at this stage a mixture of outcomes and outputs will be appropriate.

In order to measure attitudes and opinions it is common to use qualitative and quantitative opinions surveys. Some of these have been used in developing this LTP3 and several of the elements from this could be re-used on a regular basis to monitor an overall barometer of travel awareness.

4.7 Funding and Management

Contributions from section 106 agreements and other planning agreements are already being used and will continue to be used to help fund the role of the Smarter Choices team monitoring travel plans and promoting travel planning measures in the borough. A database /excel spreadsheet system will be used to manage the monitoring of the travel plan targets for each of the travel plans secured through planning applications.

4.8 Summary

The new approach to sustainable transport can be summarised as follows:

- Not just Travel Plans – Smarter Choices should not just be seen as measures to be applied as an afterthought but as part of integrating considerations of behaviour change into the overall planning of how places work;

- Targeting – Behaviour Change campaigns are highly flexible and will yield maximum benefit when highly targeted, for example to a congested corridor or an especially unhealthy ward;

- Partnerships and Liaison – the wide ranging goals needs joint inter-disciplinary working and increased public participation. The establishment of effective partnerships is such an important component that it should not be left to chance;

- Accommodating the New Priorities – The new targets will embrace all of the LTP goals. For example workplace travel planners have always aimed to reduce car use but now they may need a reframing of their task to tackle wider goals such as worklessness. School travel planning has been successful but should now be joined by efforts to reach other goals such as citizenship;

- Contributing New Skills to New Debates – preparing for new challenges such as an 80 percent reduction in CO_2, terrorism, an ageing population and an obesity epidemic will need to develop new people skills to go alongside the traditional practical problem solving strengths within transport teams. The new Smarter Choices team will have these skills and will deliver benefits far outreaching the costs; and

- Funding and Management – Part of the function of the Smarter Choices Team will be to support new/existing developments where travel plans have been secured through the planning process. The team will provide monitoring support and implement travel planning measures and events that will assist developers in implementing their development specific travel plans.

APPENDIX A

The Central Office of Information (COI) guide is a recent (2009) review of a wide range of public policy intervention possibilities and represents a summary of current best practice. This can be summarised as follows:

1. Work out exactly what you want to happen.

2. Decide who exactly needs to change.

3. Use a suitable conceptual framework to guide thinking on how to understand behaviour.

4. Develop a marketing plan to include all possible means of achieving change.

5. Prepare a communications plan to cover the details of achievable interventions.

This appendix expands on this and demonstrates how it can be made applicable to the Slough LTP3.

Step 1: Identifying Behaviours

The first step involves identifying and clarifying the behaviours that a policy and actions need to influence. Before developing a behaviour change intervention it is necessary to be clear about whose behaviour is to change, and which specific behaviour is to be targeted. Figure A1 shows how a logical process has been carried out to establish what kind of decisions affect our objectives. Each decision made by an individual from the first realisation of a need through to an actual journey can be analysed. This starts to highlight some areas of potential strategic priority.

Figure A1 – Process to Establish Strategic Priorities
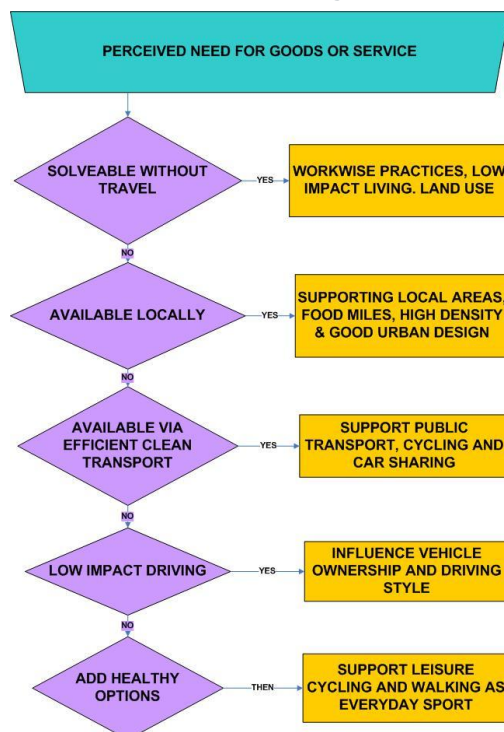
This leads naturally to a series of measures to influence behaviour, to a greater or lesser extent, across a wide range of opportunities. Note that this also demonstrates the common themes of the need to travel, the availability of options for change and the overall inclination to change.

Step 2: Segmentation and Targeting

The main aim of the LTP is to benefit all those who live, work or otherwise gain benefit from Slough. However, there are occasions when selecting a specific target group can maximise the impact of a change campaign. Segmentation can be done according to peoples' claimed behaviours; intentions; attitudes; physical, practical and psychological barriers; motivations; goals; and levels of self-efficacy. In practice for LTP3 the predominant practical segmentation options will be examined according to:

- Level of need for support;

- Opportunity to reach this group; and

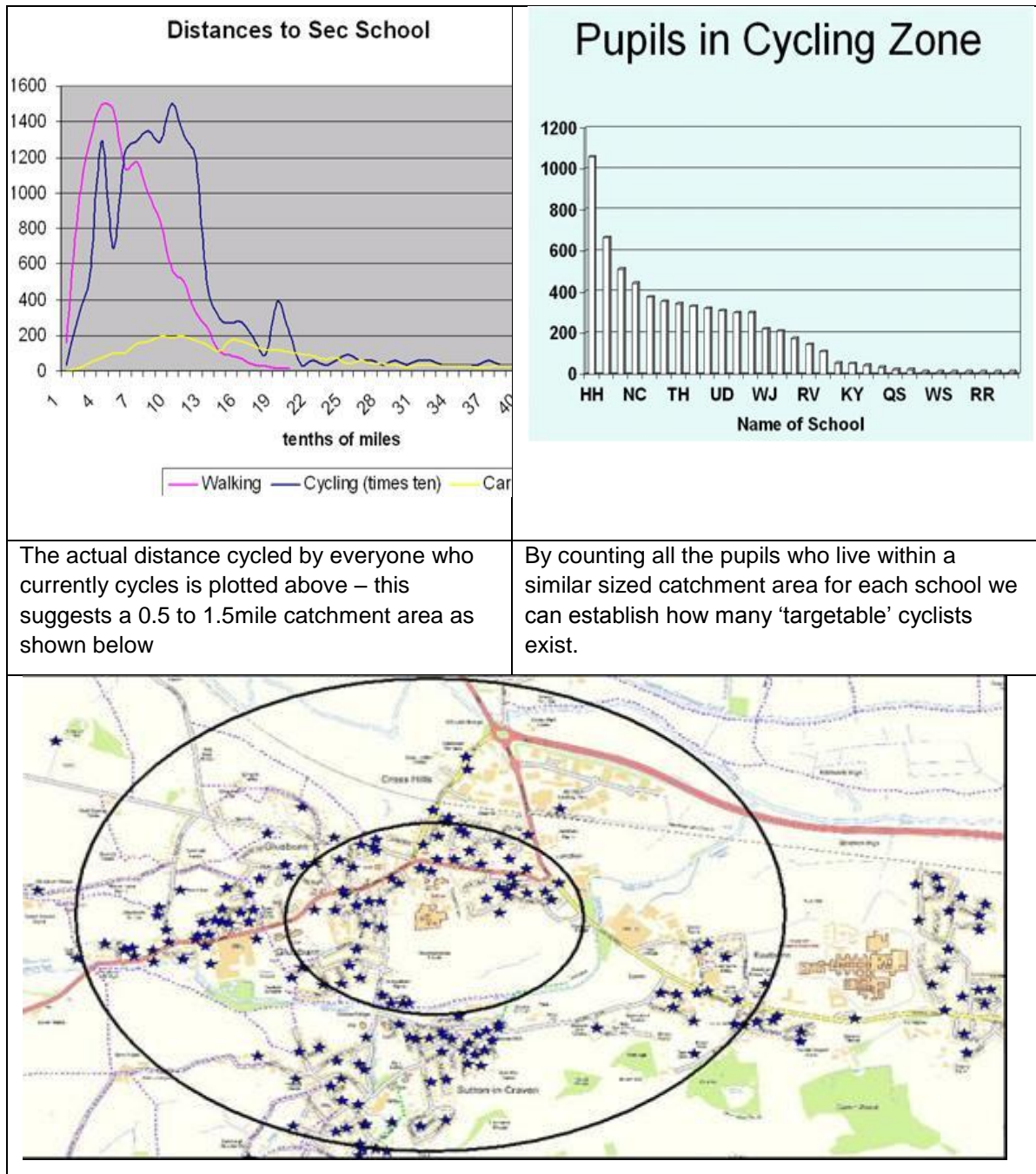- Ability of a change programme to influence.

For example, school children are a group that is very easy for a local authority to gain access to and therefore will be treated as a segment. Non-car owners would be a group that should be segmented because of their need for extra support as part of the inequalities target. Figure A2 shows how the entire Borough might be analysed for its need according to the LTP3 goals. In some areas a high incidence of traffic might mean CO_2 is a priority, whilst in others an obesity 'hotspot' might point to the need for more active travel to school.

Figure A2 – Analysis Technique to Determine Segments
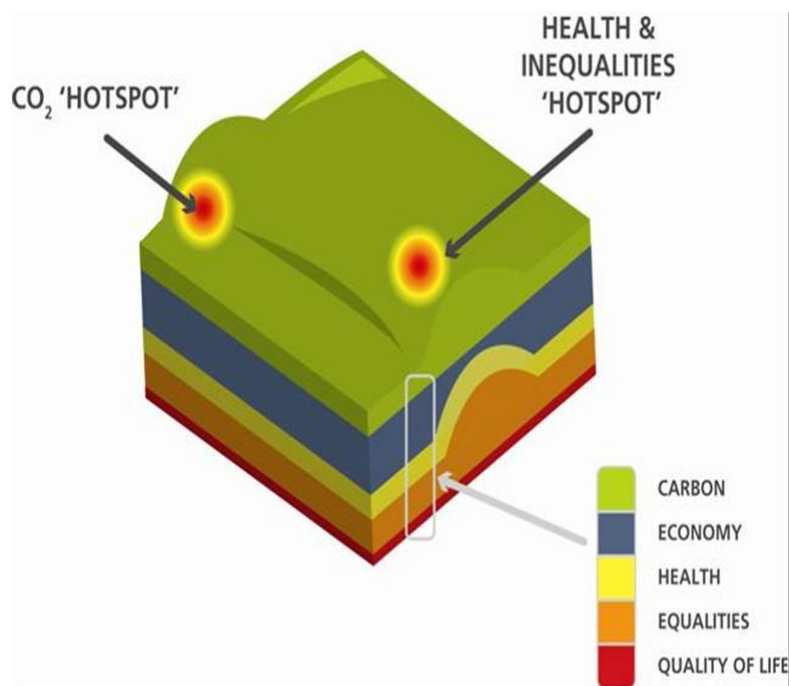
As a further example of segmentation, the distance travelled is one of the most important factors influencing modal choice. We can therefore examine, relatively easily using Geographic Information Systems (GIS) target groups based on distance. Figure A3 shows how this can be done for selecting schools most likely to support cycling.

Figure A3 – Segmentation Technique for Schools Likely to Increase Cycling

The actual distance cycled by everyone who currently cycles is plotted above – this suggests a 0.5 to 1.5mile catchment area as shown below	By counting all the pupils who live within a similar sized catchment area for each school we can establish how many 'targetable' cyclists exist.

The example above shows how schools can be targeted but also gives a good example of how the overall change programme will be linked to ability to change. It is unrealistic to expect unrealistic change.

Step 3: Developing a Practical Model of Influences on Behaviour

A review for the Treasury by Darnton describes over 60 models and theories and includes an appendix that matches models to behaviour types or domains (eg environment, health, transport). It concludes that sometimes it will be appropriate to adapt an existing model; at other times, it will be necessary to create a

model specifically for the task in hand concluding *"Whether it is data-driven or not, a practical model is essential. It will help to focus thinking about the behaviours in question and the influencing factors, and can be used to develop a marketing framework".*

The LTP3 is not an academic exercise and the role of a model here is to guide clarity of thinking. For this purpose the models highly rated in guidance, The Theory of Planned Behaviour, can be used.

Figure A4 – The Theory of Planned Behaviour Models
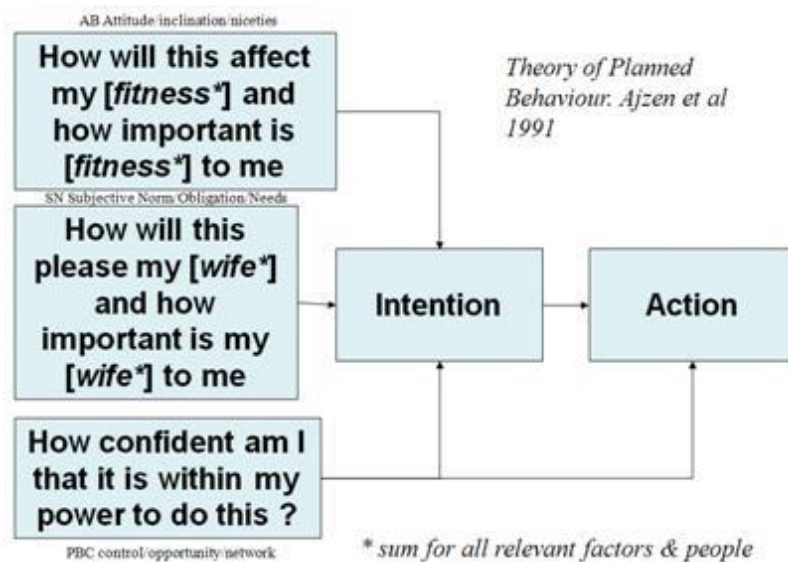
Simply put this implies that when it comes to transport the social obligations that people have to go about their daily lives, or their **Need** to travel must be considered. Then the opportunity to change onto alternative **Networks** must be allowed. Finally there is a 'hearts and minds' component that must understand the personal inclination of people (which if looking for a third N could be **Niceties**).

The LTP3 period will be used to develop this conceptual framework and will take every available opportunity to add evidence to establish the optimum level of effort to achieve the greatest impact on objectives.

Step 4: Building a Marketing Framework

It is important to distinguish between marketing and advertising. Marketing is concerned with the whole range of measures needed to get mutually beneficial change. Although simplistic marketing can be thought of as considering the Product, the Price (in money and effort), and the Place where interaction with the product occurs. Promotion is part of the mix but should not be seen as the end result. Social marketing in particular looks for solutions that customers and all stakeholders feel will work, given their understanding of the issues. As an example changing the opening hours of a clinic may be much better than producing a glossy leaflet proclaiming its benefits.

Social Marketing is sometimes (incorrectly) described as the advertising of social things. For us it is a bottom-up approach based on an understanding of customers that develops in association with key partners. Although marketing is not just about advertising there will be a need to create a plan for how the aims of the marketing strategy will be achieved through communications and influencing.

The first step will be to create a full social marketing strategy. This will set out how the LTP2 approach of doing travel plans will evolve into a full behavioural change programme. An important part of this planning will be to manage the process of establishing partnerships. The Sustainable Communities Strategy emphasises the need to develop key relationships and to make full use of the synergy of working together.

Key factors that will be considered in the marketing strategy are:

- Identifying partners who influence travel and/or lead related LAA targets including CO_2 and Health;

- Work with partners to understand the full range of issues; and

- Create an outline marketing plan that will include a communications plan covering the full range of Smarter Choices measures (including, for example car clubs and car share).

The main purpose of the marketing framework is therefore to show how all interventions including, for example, legislation, enforcement and stakeholder engagement as well as communications can work together to deliver change. In the diagram below the option of highlighting benefits is often the only angle taken and yet the others can be equally if not more effective, as witnessed by the smoking cessation campaign mixing promotions of stopping with barriers to continuing.

Figure A5 – Components of the Marketing Planning

Increase Benefits of Target Behaviour:	Decrease Barriers Preventing the Target Behaviour:
– Highlight the health and cost benefits to the individual and the wider environmental issues	- Make it easy to do the target behaviour eg opt-in Smartcards, loan bikes etc.
Decrease Benefits of the Competitor behaviour	Increase Barriers to the Competitor behaviour
– De-normalise the car. Highlight areas where the car suffers – eg for work trips and as an unhealthy option	– Car parking charges, traffic management favouring alternatives

Note that a good marketing strategy will include all kinds of changes, such as parking charges, and not just consider how to do 'advertising'.

Step 5: Developing a Communications Model

Communications is an important potential component of marketing and the marketing framework therefore leads to a communications model which should set out:

- the role of communications (which factors it is aiming to influence and how);

- where communications fit into the wider picture;

- top-line metrics for setting and evaluating Key Performance Indicators (KPIs); and

- the target audience and its behaviour(s).

It is important to use the understanding developed previously to establish the mechanisms by which people will respond to calls to change. In some cases a personalised intervention will be most effective, in other cases, such as in smoking cessation, a complex interrelationship between personal, social and legislative change will be most effective.

The process by which communication can be made to a target audience is therefore as shown below.

Figure A6 – Communication Process
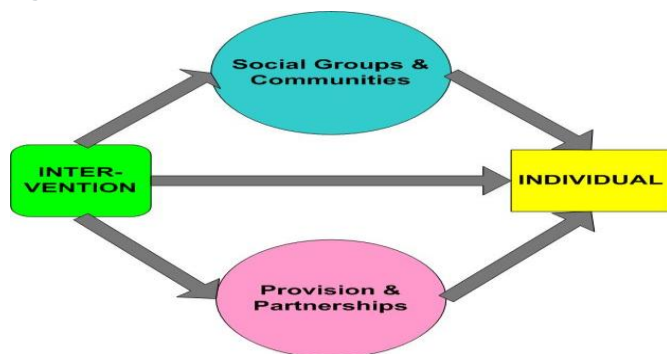
To take the example of encouraging teenage girls to cycle this is likely to be so influenced by peer group pressure that working at an individual level will be virtually ineffective. It is also the case that influencing the providers of new housing estates to be inherently walkable will be more effective that retrospectively encouraging people to detour around poorly located fences.