

Transport for London

Car share guide



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1. Introduction

The average speed of traffic in Greater London is little more than nine miles per hour – a direct result of the routine congestion which dominates the road network during the morning and evening rush hours. The resulting delays have a significant cost to the economy, your organisation and your employees – and it is cars being driven alone, ie one occupant, which are the largest contributors to the problem.

With fuel prices currently the highest in history, parking spaces at a premium and Congestion Charging in place, car drivers have every reason to think carefully about sharing their journey to work. More car sharers will mean fewer cars on the road, leading to reduced congestion, less delays, faster journey times and cheaper motoring. Car sharing will save both employers and employees time and money, will contribute to a more pleasant and efficient commute to and from work, and will improve the well being of staff. For every one less car that parks on your site, you're likely to save in excess of £1,000 a year. Car sharing also provides health, environmental and social benefits for the wider community.

And yet, if car sharing is so obviously a good thing, why aren't we all car sharing already? Well, usually it is because staff are not aware of like-minded people to share with. Launching a car sharing scheme for your staff will instantly overcome this by putting people in touch with one another from similar geographical locations, common shift patterns, and similar likes and dislikes on their journey to work.

Launching a car share scheme is both cost effective and straightforward, bringing immediate positive benefits. However, for those tasked with implementing such schemes, it is often a new area of work, and so Transport for London (TfL) has published this guide to assist you through the process. It draws upon the experiences of many organisations which have already gone through the process of promoting car sharing to their staff, helping you to avoid any potential pitfalls and to learn from what has proven to work well elsewhere.

This guide outlines the different measures needed to manage a successful car share scheme and provides advice on how to implement these measures in a way that will maximise success.

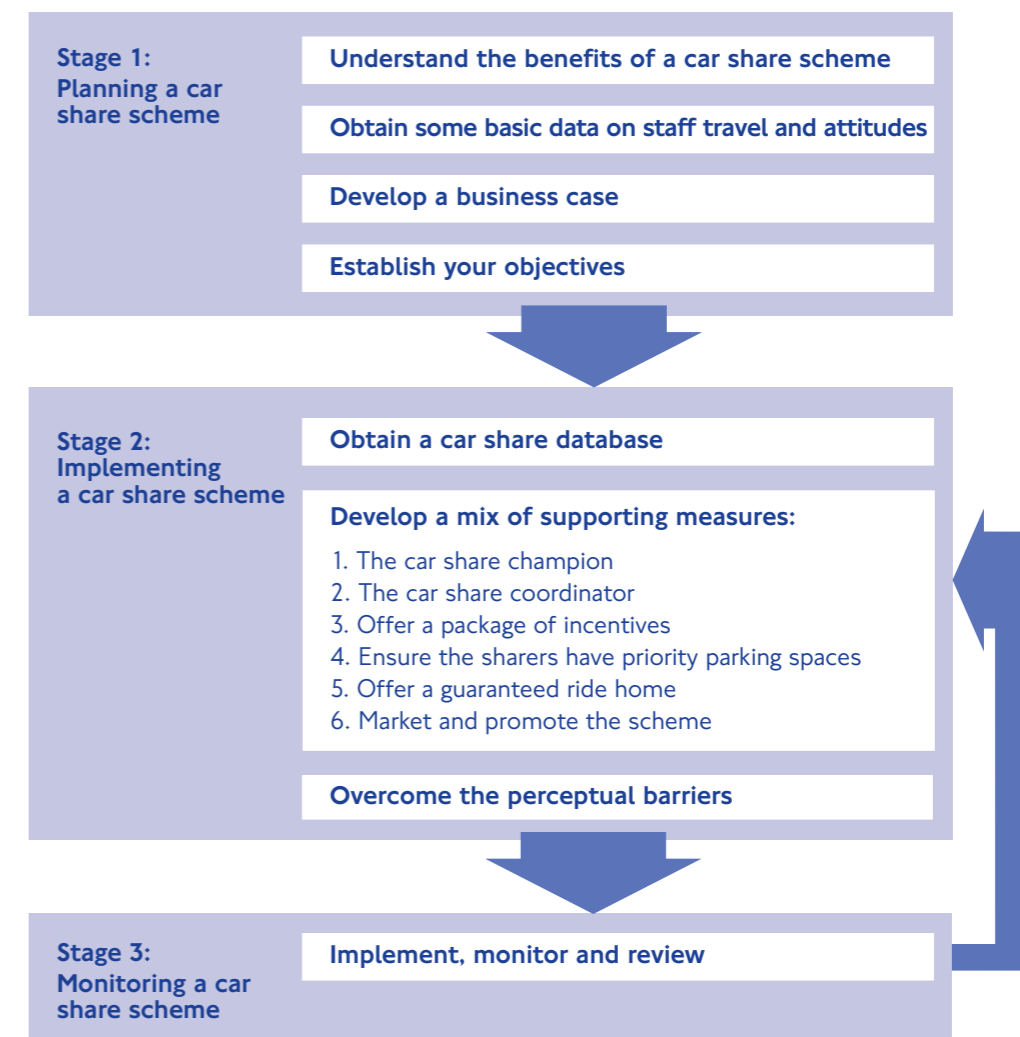
Who is this guide for?

This guide is for any organisation which is looking for advice on how to implement and operate a car sharing scheme. The guide is presented in three main sections:

1. Planning a scheme – how to get it right for your site
2. Implementing a scheme – practical advice on how to make the most of your scheme
3. Monitoring performance – ensuring your scheme is effective

In essence, the process of setting up and running a car sharing scheme is outlined below.

In addition, for simplicity, a number of tools and pro formas have also been developed to help work through the process. These are all included in the appendices of the guide.



2. What is car sharing?

Car sharing is when two or more people, usually who are heading to the same destination, travel together by car for all or part of a journey. It is also known as lift sharing.

Why should I encourage my staff to car share?

Car sharing has clear benefits for both your organisation and your employees (which, in turn, provide wider benefits for the local community).

For your organisation, car sharing will:

- Save your organisation money through the removal or reduction of car parking spaces, each worth approximately £2,000
- Remove or reduce parking problems (an effective car sharing scheme can reduce the demand for spaces on your site by 50 per cent¹)
- Help to relieve local traffic congestion
- Contribute towards your sustainability and environmental targets
- Demonstrate your commitment towards corporate social responsibility
- Improve your corporate image
- Widen your potential recruitment market
- Create better internal social networks (an often hidden attribute of car sharing employees is that they will regularly talk about work issues informally during their commuting time, creating stronger social bonds between employees)

What others have said about car sharing

'All companies should adopt and support this initiative'.

David Simpson – Scottish and Southern Energy, Corporate Environmental Manager

'It helps Halifax Bank of Scotland meet its corporate responsibility agenda... It assists colleagues in reducing travel costs and helps reduce environmental pollution and congestion'.

Richard K. Lodge – Halifax Bank of Scotland Environmental and Travel Coordinator

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

Met Office employee

For your employees, car sharing will:

- Provide significant cost savings as a result of sharing the costs of petrol, car parking and other vehicle running costs (on average, commuters that car share save themselves £1,000 a year compared to driving alone²)
- Provide time savings if priority parking is provided (saving time in finding a parking space as well as walking to and from it)
- Free up spaces for those who are unable to car share
- Enable those without a car to have another travel option available to them
- Enable them to travel more securely (particularly in the event of a breakdown)
- Ensure they are less stressed on the journey to work
- Allow them to enjoy the social benefits of sharing the journey
- Improve their work-life balance by ensuring they leave work on time
- Empower them to feel that they are 'doing their bit' for the environment

1. Department for Transport, Making Car Sharing and Car Clubs Work, 2005

2. Department for Transport, Making Car Sharing and Car Clubs Work, 2005



3. Planning a car share scheme

Where do I start?

So how do you know if a car share scheme would be successful in your organisation?

Car sharing can be made to work in all situations. However, as a general rule, you are most likely to need a car share scheme if you currently experience **any** of the following:

- Significant numbers of staff driving to work
- Limited parking availability on site or expensive car parking nearby
- Local traffic congestion
- Difficulties recruiting and retaining staff from a wide geographic region
- Staff grumbling about the cost and time of their journey to work
- Seeking to relocate or expand, particularly if you are faced with planning conditions which limit the availability of parking

Case Study: British Gas

In 2001, British Gas relocated to a purpose-built office, where 2,000 staff were provided with only 380 car parking spaces, having previously had the perceived luxury of 2,000 spaces. Car parking was understandably a major staff issue to overcome. By providing a comprehensive car sharing solution, 70 per cent of staff shared a car daily, with staff members commending the organisation on how their finances and quality of life had improved as a result.

How do you formally assess the feasibility of a scheme?

If you are thinking about implementing a car share scheme as part of a wider travel plan initiative³ or simply as a stand alone measure, it is advisable to undertake background research. While there is no formal requirement to do this, evidence suggests that finding out some basic information about your staff and their travel patterns will help to ensure the car share scheme is tailored to their needs, resulting in a greater chance of long term success. To better inform the development of the car sharing scheme, you generally require (as a minimum) information on:

- How people currently travel to and from work
- Attitudes towards car sharing and other sustainable travel options, both positive and negative
- Incentives and supporting measures which staff feel would encourage them most to car share

Practical advice

At the information gathering stage of a travel plan, it is wise to be open with staff, making them fully aware of why you are seeking to develop a car sharing scheme. Stressing the benefits to the employee is a crucial part of this process, and this early consultation stage should be seen as an opportunity to make staff feel like they are part of the evolving solution, and that staff opinions are important in defining how the scheme is developed.

³ A travel plan is a management tool which allows you to effectively manage transport to your site. It will produce a package of measures to promote sustainable access to your workplace, and reduce reliance upon the single occupancy car.





There are two main ways of consulting with staff to find out information:

1. Travel surveys

These provide the opportunity to question staff quickly and efficiently, and produce quantifiable results. It is important to keep the questionnaire simple to maximise the response rate, yet ensure you receive the information that will be important in developing the scheme. For example, it will be important to gain information not only on how staff currently travel, but also what would motivate them to try car sharing. Incentivising the return of each questionnaire will encourage a higher response rate (for example entry into a free prize draw), as will simplifying the return process (for example distributing and returning the questionnaire electronically through your company email system).

TfL has designed a standardised travel survey for organisations that are undertaking wider travel planning initiatives. In addition, TfL is offering incentives and support packages to organisations implementing workplace travel plans that use these standardised survey tools and is encouraging all London based organisations to follow this approach to ensure a degree of consistency. However, if you plan to implement car sharing as an individual measure, then Appendix 2 includes sample questions purely relating to car sharing.

2. Focus groups

These provide the opportunity to gather more in depth information and explore what really makes people tick. Ideally they should be facilitated by an independent person. When inviting staff to join a focus group, try to get a good mix of personalities, job roles (including Human Resources and Facility Managers), ages and genders (including those that already car share) to ensure the discussion doesn't become dominated by a single issue.

Practical advice

Having undertaken the background research on your staff travel habits and their attitudes to car sharing, it would be worth feeding this information back to your staff, so that they can clearly see how the information gathered is being used to define a scheme which meets their needs.

Developing a business case

The first hurdle that many potential schemes encounter is how to convince the management team that car sharing is worth investing in. Of course, the employer and employee benefits listed in the introduction are strong arguments themselves, but if you need to add more weight to the argument then it is worthwhile developing a business case.

To make the business case for setting up a car share scheme, it is necessary to look at the likely costs and to set these against the likely benefits. If the benefits outweigh the costs, then the case is made. The likely costs and benefits are outlined in the following table.



Potential costs	
Purchasing a Liftshare scheme	From £500 per annum
Staff time spent marketing and monitoring the scheme	1 hour per week (equivalent to £10) per 20 car parking spaces
Providing incentives to encourage people to join the scheme and to share a car	£200 per 20 car parking spaces
Providing marketing material to help raise awareness of the scheme	£200 per 20 car parking spaces
Potential benefits	
Reduced number of parking spaces	5% reduction in spaces per year @ £2,000 per space running cost*

Note: * Car park running costs vary widely across London, typically between £2,000 and £6,000 per year
Source: Liftshare.com

An example of how these costs and benefits can be applied to a business case to suit different sizes of organisation is given in Appendix 3.

Case Study: E.ON UK (Powergen)

E.ON UK (Powergen) has implemented a very successful car sharing scheme, underpinned by the offer of 50 pence per staff member per day for car sharing. While the company pays out £70,000 in incentive payments for staff each year, it saves £104,000 a year by handing back 150 car parking spaces which they had previously leased from a local car park provider.

There are other benefits that you might wish to include in your business case, such as making more intensive use of your office accommodation – in effect enabling more staff to work at your site, without providing additional car parking spaces. Research undertaken by the Department for Transport identified that, on average, organisations that have implemented successful schemes have been able to reduce the number of car park spaces provided per staff member from 0.8 to 0.4 – halving the parking spaces required at their sites.

Case Study: Tesco

Tesco launched a car share scheme at its two head offices in Hertfordshire in 2005. Since the launch of the scheme, almost 10 per cent of employees have registered (figure for mid-2006). Together they have cut the number of daily journeys by 100, resulting in an overall employee saving of £150,000.

Management needs to understand the savings and approve the business case, but equally importantly they also need to 'get behind' the car share scheme through leading by example by car sharing themselves and/or providing adequate incentives for car sharers. Senior management can also play an important role by influencing departmental managers and team leaders to promote car sharing among employees.

An employee quote on car sharing

'I am pleased to say that I have arranged to car share with a manager in my office. Works perfectly!'
Council employee

Defining your objectives and setting targets

At this point it might be worth setting down a few key objectives (ie what you want your car share scheme to achieve and why). These can be useful in selling the scheme to staff, and assessing whether your scheme has been a success. Targets should be SMART: Specific, Measurable, Achievable, Realistic and Time-bound. As an example, your targets might be set out as in the following table.

Objectives	SMART Target	
	Currently	By 2010
To reduce the percentage of staff arriving to work in single-occupancy vehicles	65%	60%
To reduce the number of car parking spaces provided on-site	300	250
To reduce the amount of over-spill car parking on neighbouring roads	30 cars	No cars
To gain planning consent for a building extension	Pending	Granted
To fulfil our social and corporate responsibility requirements, for example, to reduce carbon dioxide emissions across the organisation	100%	80%

When setting out your objectives, make sure you have a means of measuring whether or not you have achieved them. For example, it will be difficult to assess whether you have reduced the amount of over-spill parking on neighbouring roads, unless you can quantify the extent of the existing problem, and have the means to assess the impact after implementing your scheme. It may also be helpful to set out interim milestones to maintain progress and monitoring towards your end goals and targets.

Practical advice

As a guide, research undertaken by the Department for Transport (Making Car Sharing and Car Clubs Work) has indicated that organisations which implement an effective car sharing scheme increase multi-occupancy car use by 21 per cent.



4. Implementing a car share scheme

What do I need to start up a car share scheme and how do I do it?

The fundamental component of any car sharing scheme is how to match potential sharers. There are many different potential ways of achieving this, each way relying on different levels of Human Resources and IT capability, such as developing bespoke software using the in-house IT department, using spreadsheets and databases or even an informal car share register or notice board. TfL, in partnership with Liftshare.com, has sought to simplify the process for all London-based organisations of any size, by offering an online database matching service.

Liftshare.com is a matching system that operates over the internet. It matches individuals together by studying people's travel patterns (ie where they live and where they work) and matches them with other people living nearby who are going their way. Liftshare.com offers three different schemes:

- **Option 1: Public groups** – where employees can join an area-wide car share scheme and are matched with people from other organisations as well as their own
- **Option 2: Private schemes** – part of an area-wide scheme but employees are only matched with others from their organisation
- **Option 3: Branded schemes** – where a scheme is set up specifically for an organisation, and employees share with other employees from the same organisation

Car sharer quote

'I actually found someone living seven minutes drive from my house, working in the same building, on the same floor – in another department and doing the same hours'.

Halifax Bank of Scotland employee

Individual organisations will require individual solutions and other commercial options are available. In London, the local government has set up a system with Liftshare.com which organisations can use. A range of packages are available on the London Liftshare website (www.londonliftshare.com) under the 'business section'.

Can I get any help to pay for it?

If you have visited the London Liftshare website, you will see that the costs are small when compared to the benefits that a car share scheme can deliver (as set out in the introduction of this guide). You might also be able to get some additional help to pay for it, for example, if you are developing a car sharing scheme as part of a travel plan. TfL is offering to match fund up to £1,000 and the cost of purchasing your car share database license is eligible for this match funding support.

In addition, TfL provides wider support, advice and incentives for organisations implementing their own workplace travel plan. For more details, email worktp@tfl.gov.uk

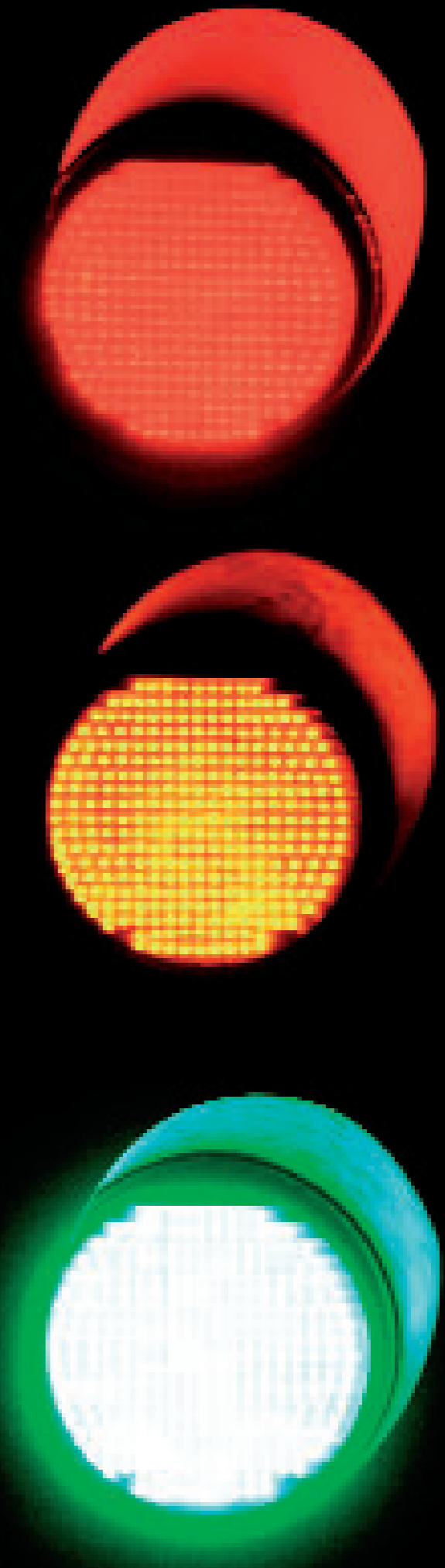
Supporting measures that will get the most from your car sharing database

The essential components in any successful car sharing scheme are the tools and techniques that are used to encourage staff to register their details on the database. The larger the number of registered sharers, the greater the chance of identifying common journeys, and thus making car sharing a viable option.

Practical advice

Don't worry, more sharers doesn't mean more work for you. The car share database automatically deals with the registrations and matching process, giving you more time to encourage staff to join the scheme.

Fortunately, many organisations have already tried and tested different approaches to promoting car sharing, and research carried out on the most successful car sharing schemes around the UK, has identified the essential components, which, if delivered within your organisation, are likely to result in the greatest level of success. The skill in ensuring a scheme is successful is selecting which of the essential components will most closely meet your specific needs.



1. A champion for the scheme

A car share champion is someone who is an advocate of the scheme and committed to making it a success. The champion should be in a position of authority or somebody that people respect, for example the Chief Executive or a member of the Board. The car share champion provides a public face to the scheme, for example participating in photo calls, mentioning the car share scheme when talking to managers and large numbers of staff, even washing one car sharers' car per week as is the case in one company.

2. A car share coordinator – to help it all run smoothly

This role is different to that of the champion, as coordinators are responsible for the day-to-day management of a car share scheme. This includes answering general and specific queries from staff, 'putting on a human face' to the car share scheme, promoting and marketing the scheme, collecting data about the levels of car sharing, and reviewing and monitoring the scheme as time goes on.

The main qualities required are an enthusiastic and persevering nature, good communication skills, and an ability to influence those around them – in essence, a people person who has a good rapport with staff and is able to promote and market the scheme at all levels. Both the champion and coordinator are long term roles needed to guarantee the continuity of the scheme.

Car share coordinators typically spend three minutes per on-site car parking space per week looking after car share matters, such

as marketing and developing the scheme. In terms of the potential savings this time should be viewed as an investment.

Where possible, car share coordinators should communicate with all employees in order to promote the scheme and to receive feedback. They should also keep communication channels open with senior management. Senior managers should encourage those managers below them to try car sharing and they, in turn, should encourage their teams/employees. The topic of car sharing should also be discussed at any regular team briefings or meetings. The communication channels should provide a mechanism for feedback enabling employees to voice their comments and opinions to their team managers, who can then report back to the car share coordinator.

Practical advice

For car sharing schemes covering a number of employers, the car share coordinator is likely to be an appointed member of staff from the lead employer or based in a commuter centre which is funded and managed on behalf of all staff on site. If you are tasked with implementing a scheme on a business park with several employers, then please email TfL (worktp@tfl.gov.uk), which will provide support to get you started.

3. Incentives

Offering incentives is the most effective way of increasing membership levels, and helping to overcome objections to car sharing from employees. When thinking about incentives, it is worth asking yourself and some of your colleagues the following question – what would convince you to car share on a regular basis?

Practical advice

There are lots of different incentives that will encourage your staff to car share. It helps to be creative, and to think about what would work for your employees. Review the questionnaire surveys to try and identify some common trends or ideas, or even run a contest for the most imaginative reward scheme.

The following table sets out some typical car share incentives. It is important to note that while the table contains a number of high impact measures, it is a combination of incentives tailored to the needs of your site which will make the biggest difference.



Incentives	Impact	Example
1. Financial		
Instant gratification	High	Hinxton Hall offered potential car sharers Easter eggs when they signed up to the car share scheme. The initiative was a great success as an extra 16 per cent of staff shared a car on the day and 10 new car share members found regular matches.
Cash for sharing on a daily basis	High	MBNA Financial Services offers 75 pence per day to car sharers, and as a result they have increased the number of multi-occupancy cars on site by more than 25 per cent.
Vouchers for sharing on a daily basis	Medium	E.ON UK (Powergen) offers a 50 pence voucher for sharing each day, which is redeemable in the staff restaurant. Single occupancy car use has reduced by 13 per cent.
2. Prize draw		
One-off prize draw	Medium	Barclaycard offered a prize draw of a SMART car once 750 staff had used the car share car park.
Regular prize draw for sharing	Medium	Peterborough City Council run an ongoing quarterly prize draw for all members of the public that sign up to the car sharing scheme.
3. Discounts		
Motoring organisations	Low	Heathrow Airport offer staff a 20 per cent discount from the RAC. At least 4,045 people have registered on the database and 56 per cent are actively sharing.
Local amenities/facilities	Low	Heathrow Airport offer a 20 per cent discount at Specsavers and a 10 per cent discount with Debenhams Direct. Heathrow Airport estimate that between April 2001 and December 2004, the car share scheme has reduced distances driven by 42,211,476 km and saved approximately 2,212,806 litres of fuel.
Parking charges	High	Egg car sharers are exempt from the 75 pence daily parking charge. As a result, 26 per cent of Egg employees regularly car share to work.

Incentives	Impact	Example
4. Staff benefits		
Extra annual leave	Medium	Barclaycard car sharers save themselves five minutes each day hunting for a car share space and park close to the building – the equivalent of an additional 2.5 days leave a year. There are 310 car share spaces on site and these are filled by 09:30 every morning. Based on at least two people sharing a car, 24 per cent of staff car share to work. Staff at Canterbury City Council who travel to work 'green' (including car sharing) at least three days out of every five, are entitled to an extra day's annual leave at the end of the year.
5. Car parking management		
Restricted parking	High	British Gas has restricted access to its car park to car sharers and essential users only. As a result, 70 per cent of staff car share to work.

Practical advice

As most financial incentives are subject to tax and National Insurance contributions, it is best to contact the Inland Revenue at an early stage to discuss any issues.

Also, don't forget that just by sharing the trip to work, financial savings will be made. For example, if three car drivers decide to car share, they may take it in turns to drive one week to work therefore theoretically reducing

their fuel bill by two thirds. The decreased number of miles driven by each driver may also help to reduce their car insurance premium. The following table summarises some typical cost savings.

Cost of car	Distance to work (miles)	Number of sharers	Savings per sharer (per year)*
Less than £10,000	15	3	£700
£10,000 - £13,000	20	2	£800
£20,000 - £30,000	20	4	£1,700

Note: * includes typical running costs such as fuel and tyres, but excludes fixed running costs such as road tax, insurance, cost of capital, depreciation and breakdown cover.

Practical advice

When the car sharing relationship relies on only one driver, passengers will generally pay a contribution to the fuel and running costs, usually in the order of between 5p - 15p per mile.

If there is more than one passenger, then the cost should be shared on an equitable basis. In order to ensure the driver is not liable for any tax on the monies received from passengers, it is important that only the running cost of the vehicle is covered by payments, and that no profit is attained by the driver.

4. Priority and dedicated parking spaces

Dedicated parking spaces for car sharers are a specific incentive which can play a large part in influencing people to car share, especially if your site has a shortage of parking spaces (and what is even more appealing is a guaranteed parking space very near to the main entrance). Car sharing employees will not have to waste valuable time trying to park their car, and their walk to and from their car will be shorter too, which is convenient for them and means they will be ready to work sooner.

Dedicated parking spaces need to be clearly signed, perhaps painted in a different colour and/or displaying a car share logo. Dedicated spaces add credibility and send a strong message to employees that an organisation is taking its scheme seriously. TfL, as part of its support for organisations developing workplace travel plans, can provide car sharing signs if deemed appropriate to support that particular plan.

Practical advice

As a general rule you should always try to provide enough spaces for the demand, plus a little extra. Remember – more than enough is just enough.

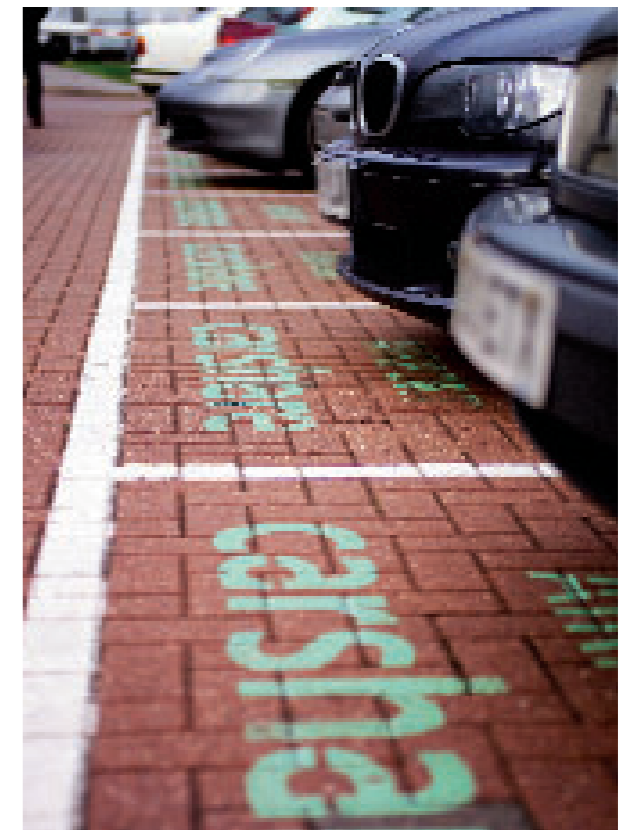
Calculate your existing amounts of car sharing from your travel surveys and then try to predict the demand from the same source. The aim is to implement 20 per cent extra car share priority parking spaces than you need so there will always be parking spaces available for increases in activity. You need to review the situation regularly, as once the spaces are full, disappointment will become a demotivator.

Dedicated car share spaces need to be enforced to make sure that non car sharing employees are not abusing the system by parking their cars in the dedicated spaces. One way to overcome this is by issuing car sharing permits, issued to both drivers and passengers which must be displayed in the corner of the windscreen or on the dashboard. Random checks should be made every few days, so that all staff know that they cannot park in the dedicated spaces unless they display the permits. There are many different approaches to enforcement of car sharing spaces, and you will need to consider the practicalities of whichever approach you take. TfL is able to provide free advice in this area – email the Workplace Travel Planning Team at worktp@tfl.gov.uk

Practical advice

A simple but effective way of enforcing priority parking is to ask car sharers to be on the look-out for any abuse of the system by non car sharing employees. It is likely that car sharers will be particularly protective of their 'perk' and be the first to file a complaint when others are abusing the system, particularly if they are able to anonymously report infringements.

A more elaborate form of enforcement would be to designate a part of a car park just for car sharers and restrict entry to the area by a barrier operated by a swipe card or metal tokens, or you could use personnel or security staff to control entry to the area. This approach has the added benefit of recording the number of car sharers on a daily basis – and if you are thinking of providing an incentive for car sharing, the data recorded for car park access can be used to administer this.



5. Guaranteed ride home

A guaranteed ride home is a scheme that ensures employees (who are car share passengers) can get home should they find themselves stranded if their car share partner lets them down or needs to leave early or late. This may be a taxi paid for by your organisation, a bus or train fare, or a lift from a fellow employee. This is an important component of most car sharing schemes, as it provides re-assurance for members. There will be no tax or National Insurance contributions to pay if the circumstances could not have been anticipated or planned for.

It is worth setting aside a budget to cover the cost of these emergency journeys, and setting up an account with a local taxi firm to make the booking and payment process as easy as possible.

Practical advice

Evidence has suggested that the actual usage of guaranteed ride home journeys is very low, and a budget of £100 a year seems to cover most organisations. If your costs for providing a guaranteed ride home are rising above this then re-examine your scheme design, you might be able to use other sharers to offer emergency lifts, or look to re-address the management issues that are resulting in staff regularly leaving outside their working hours. An advice sheet on administering a guaranteed ride home scheme is available to download from www.liftshare.com

6. Marketing and promotion

Marketing and promotion are fundamental to the success of any scheme, and is generally undertaken by both the car share coordinator and champion. There are two key strands to marketing your car share scheme:

- Awareness-raising
- Generating membership

Both of these strands are essential, and both require slightly different approaches. If you can raise awareness and in the same action generate membership that's great, but often the two may be separate activities.

Awareness-raising

If only 10 per cent of people know about your scheme, then 90 per cent will never join.

Firstly, have an understanding of who should know about the car share scheme, typically:

- All car drivers and passengers
- Senior management
- The Human Resources teams
- The car park managers

Secondly, aim to make all these people aware that:

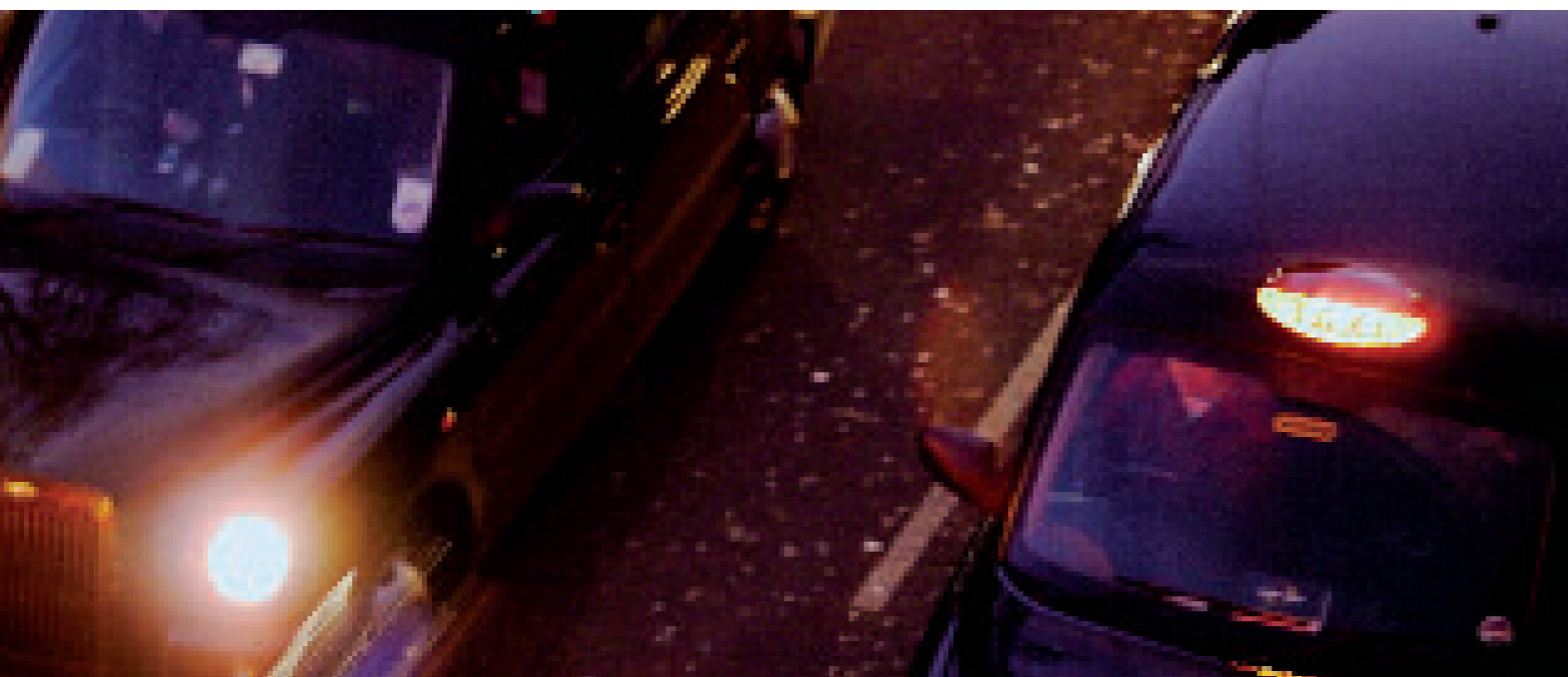
- You have a scheme
- How it may benefit them
- How they can take part

There are a number of tools and techniques which have proven to be successful elsewhere in raising awareness. For car drivers and passengers:

- Design a logo and/or slogan, something that people can recognise and immediately associate with car sharing. You should then use this logo and/or slogan on all of the publicity material that you use
- Put a sign at the entrance to the car park(s), letting them know you have a scheme
- Once a year, give each car entering the site a leaflet/A4 document about the scheme
- Put a notice board up in reception
- Put up eye-catching posters on staff notice boards and communal areas
- Put an easy to find link on your intranet
- Send an email to all members of staff to let them know about the scheme
- Consider producing promotional items such as mouse mats, stress balls, mugs, rulers, pens, key rings and car stickers

For senior management, Human Resources team and car park managers:

- Organise half-hour demonstrations
- If people are unable to attend, offer to give them a quick demonstration at their desk
- Give each person a basic information sheet and include your contact details





Practical advice

Evidence suggests that the financial savings are a good place to start when marketing your scheme. It is also worth considering novel ways of presenting this financial information (for example, money savings from one week's car sharing can buy you a cinema ticket or a few drinks at the pub).

Generating membership

While awareness-raising is important, it is wasted unless people actually join the scheme. The more people that join, the better it will be. And the better it is, the more people will join. The success of your efforts will depend on many factors such as enthusiasm, time, budget, management support, availability of incentives and external factors (for instance petrol and parking prices).

Before starting, it is important to set yourself a SMART (Specific, Measurable, Achievable, Realistic and Time-Bound) membership target. You can do this by looking at your staff travel survey results or doing a quick gate count and then aim to increase existing levels by a set percentage over a defined time period. While your target may change in the future, it is essential to monitor the success of your efforts so you can see what works and what doesn't.

Practical advice

It is important to remain flexible when considering your marketing approach. A good idea is to try to maximise the opportunity of current news stories and also periods of change. It is much easier to start a habit during a time of change than it is during a period of stability. For example, use an office move, the New Year, rising petrol prices and the introduction or rise in parking charges, to your advantage.

Having set a target, consider your resources and see how best to use what you have easily available. One of the most important things is to make joining the scheme appealing and very easy. Firstly:

- Identify people who already share a car to your site (these people are likely to support you, and should become strong allies)
- Ask them why they do so, and what they think would encourage more people to try it. They should provide you with good quotes and ideas to use in your marketing material such as staff newsletter articles
- Offer them a small incentive, for example a chocolate bar, for joining themselves and their travel companions into the formal scheme. Even if their car is full, it is good to have successful case studies to refer to.

Having undertaken some general awareness-raising, and gained the support of the existing sharers, consider the following as ways of maximising your membership uptake for new users:

- Arrange a launch event, perhaps a series of display boards. Use the display boards to incentivise people to join on the day and help them to do this when their interest is high. Give people demonstrations of how the system works, and make it easy for them to register there and then
- Set up regular car share coffee mornings – these provide informal opportunities for potential sharers to meet others who may live near them. Those who meet potential matches can arrange a 'one week trial' to see how they get on

Practical advice

Sometimes it takes a more personal approach to reach employees and talking to people on a one-to-one basis can give them that extra bit of encouragement that they may need to give it a go. Although this approach is staff intensive, it does yield particularly strong results.

'I was drawn to car sharing by the poster and leaflet campaign. But, on their own, these messages did not do the trick. What 'converted the sale' was when the field sales campaign team descended on my office and put the offer to me face-to-face at my desk.'

(Quote from Heathrow Airport car share employee)

- Providing you have chosen to set up a guaranteed ride home scheme (which is strongly recommended), promote this to all potential staff to instil confidence
- Ensure that all new staff are told about the scheme during their induction and are helped to join at that stage if possible
- Arrange one or two annual events that become a regular feature of the office calendar, such as National Liftshare Day on the 14 June
- Consider setting up a system when, on a given day each week or month, a member of staff may not drive to work. It encourages people to car share for that day and, having done it, they are more likely to do it again

Overcoming common perceptual problems

A phrase often heard by car share coordinators starts like this: 'I would car share but... ' and is followed by a catalogue of potential barriers which prevent car sharing.

However insignificant or irrelevant these might seem, it is vital that a response is forthcoming, as without a solution to the problem raised, users will simply not partake. Given the diversity of these barriers, we have set out some of the more common objections, and solutions to these in Appendix 5.

Three of the most common questions are:

- **Will it affect my car insurance?**

No, it shouldn't affect your insurance provided you are not making a financial gain out of car sharing. If staff are concerned about this issue then it is worth them contacting their insurance company to tell them that they are taking part in a car sharing scheme. A sample letter to insurance companies for employees to use is provided in Appendix 6.

- **Can people who don't drive a car still car share?**

Yes, they can as car share passengers. Car sharing can open up travel options to employees who perhaps struggle with finding a convenient bus route to work or those that find themselves walking or cycling a very long way. Car sharing can also be promoted for business travel during the working day. There is also a tax incentive for car sharing as drivers who carry work colleagues as passengers on a business trip can claim 5p per mile per passenger.

- **Will I be able to pick and choose my car sharing partner?**

Yes, in most cases schemes provide the flexibility to change arrangements, and to select partners based upon certain criteria. All of this information is sought during the registration process, and includes the ability to share with partners of the same sex, non smokers, or even those that listen to the same radio station. Some organisations have developed their own 'pledge' which is signed by all members of the car sharing scheme – providing credibility for other potential sharers that everyone abides by common principles.

Similarly, employers themselves often think that car sharing isn't for them, because of preconceived views on what makes a successful scheme. Common objections to be overcome include:

- **Car sharing won't work here because of the shift patterns that we work**

Actually, car sharing has proven to work particularly well for staff who work shifts, as generally staff start and finish at very clearly defined times. The Liftshare.com registration process will ensure shift patterns are taken into account when matching potential sharers. However, strong management support is required as all levels of management must accept that staff who car share need to leave at certain times as other people are depending on them.



Car sharer quotes

'Car sharing helps us work smarter and more efficiently. If you know you've got to get something done before your lift leaves, you get on and do it'.

Government Communications Headquarters (GCHQ) employee

'It makes me plan things better. People I work with are aware of the hours I work and of my travel arrangements. It gives me a rest, allows me to do some reading and make telephone calls'.

Heathrow Airport employee

- **Half of our workers don't have access to the internet**

If this is the case, then it is likely that the car share coordinator will need to issue a paper copy of the car share registration form (Appendix 4) to those staff who do not have internet access. Once completed forms have been handed back, the staff details can be inputted to the matching database by the coordinator. When matches are found, the coordinator can provide each staff member with contact details of their potential matches, and at the same time offer some further encouragement to them to get in contact and give car sharing a go.

Practical advice

The registration details form is quite straightforward to fill in and so it is worth asking people to complete the forms on the spot to ensure that (a) they do it and (b) you receive all the required details.

- **We have plenty of parking**

Yes but how much are all those parking spaces costing you? With the annual running cost of a parking space in the region of £2,000, giving up just 20 spaces will save you £40,000 a year. The savings can help to pay for staff incentives to car share, and the parking spaces which have been given up could provide space for an office extension.

- **Most of our staff don't drive anyway**

Well, chances are you might think this, but your travel survey may well reveal some interesting trends. While not all of your staff may drive directly to work, it is likely that a certain amount drive for some part of their journey, for example driving to a railway station where parking charges are incurred. Car sharers can split these parking costs as well as petrol costs incurred by sharing with fellow 'park and riders'.

5. Monitoring and review

So once I've done all that, is there anything else I need to think about? The answer is yes - there is one last but very important aspect to consider.

Staff will come and go, new incentives may be introduced, but the car share scheme is here to stay. Regular, ongoing marketing, promotion and communication with employees by the car share coordinator and champion are essential to keep a car share scheme alive with updated and refreshed information.

In order to justify the expenditure and commitment to the scheme provided by the management, it is recommended that you monitor the levels of car sharing among staff to see how many people are continuing to share. Unfortunately, monitoring car share usage is not always the easiest stage in the process. Tools and techniques you might want to consider are:

- Undertaking a simple survey at the main reception, asking staff how they travelled in that day
- Undertaking an annual staff travel survey (ideally in accordance with iTRACE requirements⁴) which records how staff currently travel, and whether their behaviour has changed during the past year
- A 'one day' occupancy count at your car park entrance (in essence, counting the number of people per car, and the number of cars). The data can be presented as an 'occupancy rate' (ie the average number of people per car), from which performance can be easily monitored each year

- A vehicle count of cars parked in the dedicated car share bays. This provides a good overall measure of usage, but it is important that the spaces are enforced properly if this approach is to provide good quality information
- Encouraging staff to feedback their car sharing usage to the Liftshare.com website
- Utilising car park barrier technology and swipe cards, if you have a dedicated car parking area set aside for sharers

In Section Three of the guide we recommended setting out some objectives and targets for your scheme. Now is the time to review these and see if you are achieving them.

In addition to the management team, staff will be interested to know how the car share system is going. If you are implementing such a scheme as part of a planning consent, then it is likely to be a statutory requirement to provide this data on an annual basis to the planning authority, in line with London Development Control standards and iTRACE compliance.

If you are feeling particularly enlightened by the results of your scheme, then TfL would also be very pleased to hear about any new success stories so that lessons learnt can be shared with other organisations. You might even find yourself as a case study in future editions of this guide. To report your successes, please contact the Workplace Travel Planning Team so they can spread the good news (email: worktpt@tfl.gov.uk).

⁴ TfL iTRACE compliance is at least a full survey every two years with snapshot surveys during intervening years.



6. Sources of additional help and guidance

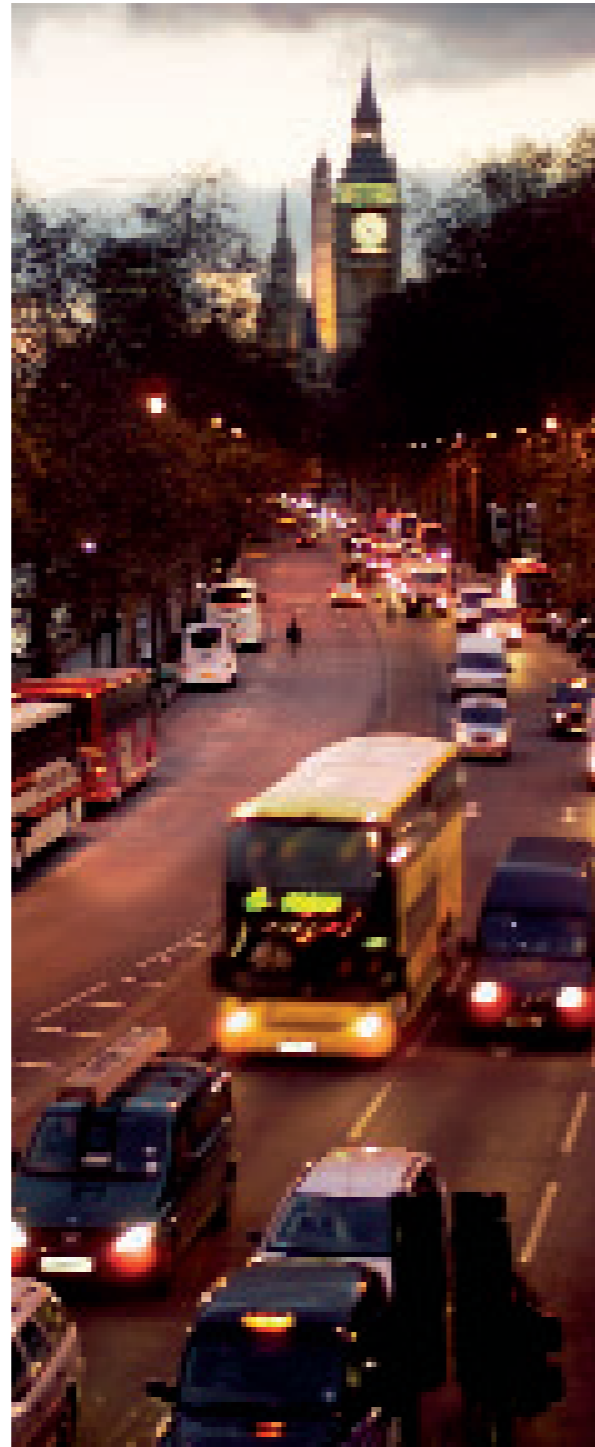
The London Liftshare website (www.londonliftshare.com) contains useful advice and help, and details the packages available to employers. It also details the incentives available. The incentives will change as time goes on and therefore it is worth looking on the website on a regular basis to see how your organisation can take advantage.

If you can't find the answer to your query on the website, then you can email the TfL Workplace Travel Planning Team at worktp@tfl.gov.uk and they will be able to help you.

Other support networks which offer practical advice can be found at:

- Transport for London (www.tfl.gov.uk)
- Department for Transport (www.dft.gov.uk)
- London Liftshare (www.londonliftshare.com)
- Association for Commuter Transport (www.act-uk.com)
- TravelWise (www.travelwise.org.uk)
- Liftshare solutions (www.liftsharesolutions.com)

Information and advice is also available via the Sub Regional Travel Plan Coordinators. The following table provides contact details for each sub-region, together with which borough they cover.



Sub-region	Borough
North London Travel Plans (NLTP) Email: nltp@walthamforest.gov.uk Web: www.nltp.org.uk	Barnet
	Enfield
	Waltham Forest
WESTTRANS Email: westlondontravelplans@ealing.gov.uk Web: www.westlondonalliance.org	Brent
	Ealing
	Hammersmith & Fulham
	Harrow
	Hillingdon
	Hounslow
South & West London Transport Conference (SWELTRAC) Email: sweltrac@richmond.gov.uk Web: www.sweltrac.org.uk	Croydon
	Hammersmith & Fulham
	Hillingdon
	Hounslow
	Kensington & Chelsea
	Kingston
	Merton
	Richmond
	Sutton
	Wandsworth
North Central Travel Plan Network (NCTN) Email: travel.plan@camden.gov.uk Web: www.camden.gov.uk/nctn	Camden
	City of London
	Haringey
	Islington
	Kensington & Chelsea
	Westminster
Thames Gateway London Partnership (TGLP) Email: travelplans@lbbd.gov.uk Web: www.thames-gateway.org.uk	Barking & Dagenham
	Hackney
	Havering
	Newham
	Redbridge
	Tower Hamlets
South East London Transport Strategy (SELTRANS) Email: seltrans@bromley.gov.uk Web: www.seltrans.org.uk/travelplans.asp	Bexley
	Bromley
	Croydon
	Greenwich
	Lambeth
	Lewisham
	Southwark

Appendix 1: Car share checklist

Key stages	Tick once completed
Planning the scheme	
Consultation with staff through travel survey and/or focus groups completed	
Objectives and initial targets established	
Secure any necessary funding	
Implementing the scheme	
Car sharing matching database set up	
Support received from senior management for the scheme	
Car share champion appointed	
Car share coordinator appointed	
Incentives – creative brainstorm	
Incentives costed and agreed upon (including guaranteed ride home)	
Priority parking marked out in the car park (if applicable)	
Clear signage to car share car parking areas	
Marketing and promotional materials – creative brainstorm	
Marketing and promotional materials produced	
Marketing and promotional material distributed among staff	
Solutions to the perceptual barriers established	
Car share permits issued to car sharers	
Ongoing marketing and promotion of the scheme	
Monitoring performance	
Enforcement of priority parking (if applicable)	
Monitor levels of car sharing	
Sell the success back to staff	
Feedback findings of review into ongoing scheme development process	
Link results into organisation travel plan	



Appendix 2: Sample car share travel survey

Section 1 – General details

1. Home postcode:

2. Are you: Male: Female:

3. Age: Years

4. What hours do you generally work?
 Working Day: Start: Finish:
 Lunch: Start: Finish:

5. Current mode of transport to work:

Car – on own	<input type="text"/>	Days per week
Car sharing – driver	<input type="text"/>	Days per week
Car sharing – passenger	<input type="text"/>	Days per week
Bicycle	<input type="text"/>	Days per week
Bus	<input type="text"/>	Days per week
Tram	<input type="text"/>	Days per week
Tube	<input type="text"/>	Days per week
Rail	<input type="text"/>	Days per week
Bike & rail	<input type="text"/>	Days per week
Walking	<input type="text"/>	Days per week
Motorcycle/moped	<input type="text"/>	Days per week
Work from home	<input type="text"/>	Days per week
Other (please specify)	<input type="text"/>	

6. Main reason for choosing your mode of transport to work (please tick all relevant)

Cost	<input type="checkbox"/>	Reliability	<input type="checkbox"/>
Distance	<input type="checkbox"/>	Speed/time of journey	<input type="checkbox"/>
Environment	<input type="checkbox"/>	Family needs	<input type="checkbox"/>
No other feasible option	<input type="checkbox"/>	Personal space/preference	<input type="checkbox"/>
Need car for work	<input type="checkbox"/>	Independence/flexibility	<input type="checkbox"/>
Safer than other options	<input type="checkbox"/>	Other (please specify)	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="text"/>	

7. How far do you travel to work? miles (one way – approximate number of miles)

8. On average, how long does it take you to travel to work? minutes

Section 2 – Car sharing initiatives

9. On a scale of 1 to 5, please indicate how likely you are to car share for your journeys to and from work

Car sharing with another member of staff
 Would definitely take part 1. 2. 3. 4. 5. Would never consider

Car sharing with another person in the area not necessarily from your work place
 Would definitely take part 1. 2. 3. 4. 5. Would never consider

10. Which of the following would encourage you to car share (please tick all relevant boxes)

Help with finding a partner	<input type="checkbox"/>
Guaranteed ride home	<input type="checkbox"/>
Reserved parking space	<input type="checkbox"/>
Clear management support	<input type="checkbox"/>
Clear advice on cost savings	<input type="checkbox"/>
Cash incentive for sharers	<input type="checkbox"/>
Nothing, I would not car share	<input type="checkbox"/>
Other (please specify)	<input type="text"/>

11. What would encourage you to leave your car at home, even for one day a month?

12. Other comments/suggestions relating to sustainable transport issues:

Thank you for your time in completing this questionnaire.
 All information will be used in confidence.

PRIZE DRAW:
 If you wish to be included in a prize draw for a new bike worth £XXX, please provide your personal details below.

Name

Address

Home postcode

Contact telephone number

Appendix 3: Example business cases for car sharing

Example 1: Small business	
Assumptions:	
Number of car parking spaces	20
Assumed cost of car parking space (Outer London)	£2,000 per annum
Assumed cost of car parking space (Inner London)	£3,000 per annum
Assumed cost of car parking space (central London)	£6,000 per annum
Administrative time per week	1 hour per 20 spaces
Weeks per year	50
Administrative cost	£10 per hour
Car parking spaces saved	5% per annum
Annual software cost	£500 per annum
Annual incentives cost	£200 per 20 car parking spaces
Annual marketing material cost	£200 per 20 car parking spaces

Four-year cost-benefit analysis					
	Year				4-year Total
	1	2	3	4	
Costs					
Annual administrative costs	£500	£500	£500	£500	£2,000
Annual software costs	£500	£500	£500	£500	£2,000
Annual incentives costs	£200	£200	£200	£200	£800
Annual marketing material costs	£200	£200	£200	£200	£800
Total cost of scheme	£1,400	£1,400	£1,400	£1,400	£5,600
Benefits					
Car park cost saving (Outer London)	£2,000	£4,000	£6,000	£8,000	£20,000
Car park cost saving (Inner London)	£3,000	£6,000	£9,000	£12,000	£30,000
Car park cost saving (central London)	£6,000	£12,000	£18,000	£24,000	£60,000
Total savings					
Outer London	£600	£2,600	£4,600	£6,600	£14,400
Inner London	£1,600	£4,600	£7,600	£10,600	£24,400
Central London	£4,600	£10,600	£16,600	£22,600	£54,400
Benefit : Cost ratios					
Outer London	1.4:1	2.9:1	4.3:1	5.7:1	3.6:1
Inner London	2.1:1	4.3:1	6.4:1	8.6:1	5.4:1
Central London	4.3:1	8.6:1	12.9:1	17.1:1	10.7:1

Notes

- (1) The table above only looks at the savings from reducing parking spaces. The other savings, such as cutting business travel costs, increasing punctuality and reducing local congestion will simply add to the benefits of setting up a scheme.
- (2) Assumed costs of parking spaces in Inner, Outer and central London have been estimated and rounded up using parking costs from eight example car parks in the three broad areas of London and multiplying these costs by the number of days it is assumed people use them, in this case, 240 (assuming 52 weekends and 21 days annual leave).



Example 2: Medium business	
Assumptions:	
Number of car parking spaces	100
Assumed cost of car parking space (Outer London)	£2,000 per annum
Assumed cost of car parking space (Inner London)	£3,000 per annum
Assumed cost of car parking space (central London)	£6,000 per annum
Administrative time per week	1 hour per 20 spaces
Weeks per year	50
Administrative cost	£10 per hour
Car parking spaces saved	5% per annum
Annual software cost	£500 per annum
Annual incentives cost	£200 per 20 car parking spaces
Annual marketing material cost	£200 per 20 car parking spaces

Four-year cost-benefit analysis					
	Year				4-year Total
	1	2	3	4	
Costs					
Annual administrative costs	£2,500	£2,500	£2,500	£2,500	£10,000
Annual software costs	£500	£500	£500	£500	£2,000
Annual incentives costs	£1,000	£1,000	£1,000	£1,000	£4,000
Annual marketing material costs	£1,000	£1,000	£1,000	£1,000	£4,000
Total cost of scheme	£5,000	£5,000	£5,000	£5,000	£20,000
Benefits					
Car park cost saving (Outer London)	£10,000	£20,000	£30,000	£40,000	£100,000
Car park cost saving (Inner London)	£15,000	£30,000	£45,000	£60,000	£150,000
Car park cost saving (central London)	£30,000	£60,000	£90,000	£120,000	£300,000
Total savings					
Outer London	£5,000	£15,000	£25,000	£35,000	£80,000
Inner London	£10,000	£25,000	£40,000	£55,000	£130,000
Central London	£25,000	£55,000	£85,000	£115,000	£280,000
Benefit : Cost ratios					
Outer London	2:1	4:1	6:1	8:1	5:1
Inner London	3:1	6:1	9:1	12:1	7.5:1
Central London	6:1	12:1	18:1	24:1	15:1

Notes

- (1) The table above only looks at the savings from reducing parking spaces. The other savings, such as cutting business travel costs, increasing punctuality and reducing local congestion will simply add to the benefits of setting up a scheme.
- (2) Assumed costs of parking spaces in Inner, Outer and central London have been estimated and rounded up using parking costs from eight example car parks in the three broad areas of London and multiplying these costs by the number of days it is assumed people use them, in this case, 240 (assuming 52 weekends and 21 days annual leave).



Example 3: Large business	
Assumptions:	
Number of car parking spaces	500
Assumed cost of car parking space (Outer London)	£2,000 per annum
Assumed cost of car parking space (Inner London)	£3,000 per annum
Assumed cost of car parking space (central London)	£6,000 per annum
Administrative time per week	1 hour per 20 spaces
Weeks per year	50
Administrative cost	£10 per hour
Car parking spaces saved	5% per annum
Annual software cost	£1,000 per annum
Annual incentives cost	£200 per 20 car parking spaces
Annual marketing material cost	£200 per 20 car parking spaces

Four-year cost-benefit analysis					
	Year				4-year Total
	1	2	3	4	
Costs					
Annual administrative costs	£12,500	£12,500	£12,500	£12,500	£50,000
Annual software costs	£1,000	£1,000	£1,000	£1,000	£4,000
Annual incentives costs	£5,000	£5,000	£5,000	£5,000	£20,000
Annual marketing material costs	£5,000	£5,000	£5,000	£5,000	£20,000
Total cost of scheme	£23,500	£23,500	£23,500	£23,500	£94,000
Benefits					
Car park cost saving (Outer London)	£50,000	£100,000	£150,000	£200,000	£500,000
Car park cost saving (Inner London)	£75,000	£150,000	£225,000	£300,000	£750,000
Car park cost saving (central London)	£150,000	£300,000	£450,000	£600,000	£1,500,000
Total savings					
Outer London	£26,500	£76,500	£126,500	£176,500	£406,000
Inner London	£51,500	£126,500	£201,500	£276,500	£656,000
Central London	£126,500	£276,500	£426,500	£576,500	£1,406,000
Benefit : Cost ratios					
Outer London	2.1:1	4.3:1	6.4:1	8.5:1	5.3:1
Inner London	3.2:1	6.4:1	9.6:1	12.8:1	8:1
Central London	6.4:1	12.8:1	19.1:1	25.5:1	16:1

Notes

- (1) The table above only looks at the savings from reducing parking spaces. The other savings, such as cutting business travel costs, increasing punctuality and reducing local congestion will simply add to the benefits of setting up a scheme.
- (2) Assumed costs of parking spaces in Inner, Outer and central London have been estimated and rounded up using parking costs from eight example car parks in the three broad areas of London and multiplying these costs by the number of days it is assumed people use them, in this case, 240 (assuming 52 weekends and 21 days annual leave).



Appendix 4: Car share registration details form

Please complete the form below using **BLOCK CAPITALS**. When you have completed the form please return it to: _____

Date form completed: _____

Section A: Personal Details	
Title:	Mr <input type="checkbox"/> Mrs <input type="checkbox"/> Miss <input type="checkbox"/> Ms <input type="checkbox"/> Other <input type="text"/>
First name:	<input type="text"/>
Surname:	<input type="text"/>
Date of birth:	__/__/____ (DD/MM/YYYY)
E-mail address:	<input type="text"/>
Telephone number(s)	<input type="text"/>
Preferred contact method?	Telephone <input type="checkbox"/> Email <input type="checkbox"/>
Home postcode:	<input type="text"/>
Do you smoke?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Do you have a driving licence?	Yes <input type="checkbox"/> No <input type="checkbox"/>
What is your usual form of ID?	Driver's licence <input type="checkbox"/>
	Passport <input type="checkbox"/>
	Company ID card <input type="checkbox"/>
	Other <input type="checkbox"/>
How did you hear about us?	<input type="text"/>

Section B: Please complete Section B to register a Daily or Weekly Journey	
Start Point (please give full address if possible)	<input type="text"/>
Via Point (optional)	<input type="text"/>
Destination Point (please give full address if possible)	<input type="text"/>
Are you looking for... (tick one option only)	A lift by car <input type="checkbox"/>
	Passenger/s for your car <input type="checkbox"/>
	A lift and/or passengers <input type="checkbox"/>
Current mode of travel	Car (on own) <input type="checkbox"/>
	Car share <input type="checkbox"/>
	Bus <input type="checkbox"/>
	Train <input type="checkbox"/>
	Cycle <input type="checkbox"/>
	Walk <input type="checkbox"/>
	Motorbike <input type="checkbox"/>
Which days do you travel	Mon <input type="checkbox"/> Tue <input type="checkbox"/> Wed <input type="checkbox"/> Thu <input type="checkbox"/> Fri <input type="checkbox"/> Sat <input type="checkbox"/> Sun <input type="checkbox"/>
Outward journey start time	<input type="text"/>
Return journey start time (leave blank if a one-way journey)	<input type="text"/>
Comments (Any additional information you would like matches to know)	
What is the purpose of your journey? (tick one option only)	Commuting <input type="checkbox"/>
	Business trip <input type="checkbox"/>
	Event travel <input type="checkbox"/>
	Leisure <input type="checkbox"/>
	School run <input type="checkbox"/>
	Other <input type="checkbox"/>

Section C: Please complete Section C to register a One-off Journey	
Start Point (please give full address if possible)	
Via Point (optional)	
Destination Point (please give full address if possible)	
Are you looking for... (tick one option only)	A lift by car <input type="checkbox"/>
	Passenger/s for your car <input type="checkbox"/>
	A lift and/or passengers <input type="checkbox"/>
Current mode of travel	Car (on own) <input type="checkbox"/>
	Car share <input type="checkbox"/>
	Bus <input type="checkbox"/>
	Train <input type="checkbox"/>
	Cycle <input type="checkbox"/>
	Walk <input type="checkbox"/>
	Motorbike <input type="checkbox"/>
Date and start time of outward journey	
Date and start time of return journey	
Comments (Any additional information you would like matches to know)	
What is the purpose of your journey? (tick one option only)	Commuting <input type="checkbox"/>
	Business trip <input type="checkbox"/>
	Event travel <input type="checkbox"/>
	Leisure <input type="checkbox"/>
	School run <input type="checkbox"/>
	Other <input type="checkbox"/>

Section D: Please complete Section D to register an Occasional Journey	
Start Point (please give full address if possible)	
Via Point (optional)	
Destination Point (please give full address if possible)	
Are you looking for... (tick one option only)	A lift by car <input type="checkbox"/>
	Passenger/s for your car <input type="checkbox"/>
	A lift and/or passengers <input type="checkbox"/>
Current mode of travel	Car (on own) <input type="checkbox"/>
	Car share <input type="checkbox"/>
	Bus <input type="checkbox"/>
	Train <input type="checkbox"/>
	Cycle <input type="checkbox"/>
	Walk <input type="checkbox"/>
	Motorbike <input type="checkbox"/>
Comments (Any additional information you would like matches to know)	
What is the purpose of your journey? (tick one option only)	Commuting <input type="checkbox"/>
	Business trip <input type="checkbox"/>
	Event travel <input type="checkbox"/>
	Leisure <input type="checkbox"/>
	School run <input type="checkbox"/>
	Other <input type="checkbox"/>

To accept Liftshare's Terms and Conditions please tick here

Full copies of these Terms and Conditions are available from your administrator. Your details will not be processed unless Terms and Conditions are accepted. Thank you.

Appendix 5:

Troubleshooting manual

The table below provides a troubleshooting manual and will be a very useful tool for coordinators and champions. The table outlines the most common objections and resistances that people have to car sharing and then offers a number of solutions to help overcome the initial objection or resistance.

Objection	
Fear of sharing with strangers	<ul style="list-style-type: none"> • Provide personal 'matching session', undertaken in an informal environment with no pressure to share with any particular user (eg a coffee morning), enabling potential sharers to get to know each other prior to sharing their journeys together • Stress that car sharing is not about sharing with strangers – as soon as you meet your car share partner they become familiar to you • Employ/use a car share coordinator to offer personal advice, support and assistance, and providing general background to the individuals involved • Offer 'one week trial' car sharing incentives, with no obligation to continue • Use corporate databases, including staff photographs, to familiarise potential sharers with the person identified as a suitable match • Organise car sharing groups, where possible, within team or common area environments • Use case study examples in marketing material to demonstrate where friendships have been established as a result of strangers car sharing
Individuals don't believe they will find a suitable match	<ul style="list-style-type: none"> • Use marketing material that demonstrates less obvious sharing partnerships • Issue maps showing the home postcodes of all staff (anonymously), to demonstrate where the potential lies • Encourage users to register with open groups if they cannot find a match within their organisation • Streamline the registration process so that it is quick and easy to register
The gender of the car sharing partner, in particular a reluctance among women to share with (unknown) men	<ul style="list-style-type: none"> • Address as part of the registration process by asking about sharing preferences • Use case studies and photographs of successful single sex car sharing groups in publicity and marketing material

Objection	
Personal safety and security issues	<ul style="list-style-type: none"> • Reassure potential sharers, through publicity material and the scheme administrator, that all users are members of the closed group, and hence have already been considered appropriate for employment with the particular site • Promote the fact that all agreed sharing arrangements are registered and recorded • Stress the security benefits of having company in the event of an emergency, such as a breakdown
Smoking	<ul style="list-style-type: none"> • Include preferences in matching criteria • Use marketing material and codes of practice to ensure potential sharers are aware that such preferences are an important consideration • Have trial periods after which sharers can elect to be removed from the scheme, or select alternative partners
Concern over safety of cars parked on a street, all day, when driving to meet sharers at a common location	<ul style="list-style-type: none"> • As a first choice, attempt to find pairings within walking distance, or suggest driver 'picks-up' for on-route matches • Meet at the home of one of the sharers, and park the additional car(s) on the drive, or outside the property – which can also add to the perception of security at the home itself, as it gives potential intruders the impression that it is occupied
Concern over poor driving/speeding	<ul style="list-style-type: none"> • Offer the flexibility to change partners conveniently, with 'no questions asked' • Provide an opportunity to feedback concerns confidentially to the scheme administrator
Concern over being stranded at work/home/arriving late/leaving meetings early	<ul style="list-style-type: none"> • Make clear the stated provision of an emergency ride home (free, and easy to administer for staff) • Provide a corporate culture that supports car sharing (ie an acceptance that staff will leave on time to meet car sharing partners) • Allow flexi-time working, so that car sharers can bank work time if they are kept waiting for a car sharing partner • Offer the flexibility to change car sharing partners if the arrangement continues to cause problems in this respect
Misunderstandings about car insurance	<ul style="list-style-type: none"> • Issue standard letters to be sent to insurance companies that they are part of a formal car sharing scheme (a letter can be found in Appendix 6 of this document) • Reassure staff that they will not have to pay more for insurance, and indeed are likely to pay less if mileage is reduced • Ensure the issue of car insurance is covered in marketing material

Appendix 6: Sample letter to insurance company

Objection	
Uncertainty over sharing payment of travel costs	<ul style="list-style-type: none"> Address through the publication of general guidance stating that the financial costs of running the vehicle should be divided between sharers, but that no financial gain can be made; or stating typical mileage payments for sharers, depending upon vehicle size, mileage and number of sharers. As a general rule, payments should be within the range 5-15 pence per mile (shared across all sharers of a vehicle)
Concerns over the taste of music played or radio choice	<ul style="list-style-type: none"> Offer week trials/cooling off periods to test compatibility Offer free text input for general comments in the registration process that enables sharers to inform partners about their music preferences Ensure a flexible approach to sharing that enables users to change partners easily
Needing to have access to the internet	<ul style="list-style-type: none"> Invite those without internet access to register through colleagues, or have details input directly by the administrator (from information provided on a paper based registration form)
Confidentiality issues	<ul style="list-style-type: none"> Ask only for mandatory data that adheres strictly to data protection criteria Ask for voluntary information, if the user is comfortable, to enhance the matching capability Stress the security checks that are done on the system to ensure data is not passed to third parties
Cultural factors – independence, and associated lack of convenience, flexibility and reliability	<ul style="list-style-type: none"> Focus on the personal benefits of car sharing, particularly financial, together with any incentives provided for car sharers

From:

Date:

To:

Insurance Company/Broker and/or Company Fleet Administration Letter

Policy Number:

Re: Petrol Contributions

I have recently joined a car share scheme (ride share/drive share/carpool). When I give other Liftshare members a lift I shall be entitled to receive a petrol wear and tear contribution of 10p* per mile per passenger. The rate is suggested by Liftshare.com and will change from time to time in line with motoring costs and general inflation.

A statement by the Association of British Insurers on this matter is on page two. If this contravenes any clause in my insurance policy then please would you advise me as soon as possible. Please contact Liftshare.com for further details about their national Liftsharing scheme.

With Kindest Regards

Signed:

* Suggested mileage rate is based on latest guidance at the time of writing. Contact your local tax office for more advice.

Acknowledgements

Motor Conference Undertaking

The receipt of contributions as part of a car sharing arrangement for social or other similar purposes in respect of the carriage of passengers on a journey in a vehicle insured under a private car policy will not be regarded as constituting the carriage of passengers for hire or reward (or the use of the vehicle for hiring) provided that:

1. The vehicle is not constructed or adapted to carry more than eight passengers excluding the driver
2. The passengers are not being carried in the course of a business carrying passengers (such as a taxi or private hire minicab service)
3. The total contributions received for the journey concerned do not involve an element of profit

Note. If in any doubt whether a car sharing scheme arrangement is covered by the terms of a private car policy, the policyholders concerned should make an inquiry to their motor insurers. Motor Conference is the Standing Joint Committee of the Association of British Insurers and Lloyds Motor Underwriters' Association.

(Supplied by the Association of British Insurers June 1998)

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