Making Personal Travel Planning Work:
Practitioners' Guide

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Contents

Acknowledgments

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Contacts

Introduction and overview

1.1   Personal Travel Planning (PTP) is a well-established method that encourages people to make more sustainable travel choices. It seeks to overcome the habitual use of the car, enabling more journeys to be made on foot, bike, bus, train or in shared cars. This is achieved through the provision of information, incentives and motivation (Figure 1.1) directly to individuals to help them voluntarily make more informed travel choices. PTP forms an important part of UK national and local transport policy, contributing to the suite of tools promoted under the general heading of Smarter Choices.

1.2   This Practitioners' Guide is based upon extensive research undertaken for the Department for Transport (DfT) in 2007, which examined the characteristics of 15 recent PTP projects and provided the very latest understanding of voluntary travel behaviour change programmes.[1]

1.3   While PTP techniques can be applied in many contexts, for example within schools or workplaces, this Practitioners' Guide relates solely to **residential PTP** – i.e. projects that engage directly with households across a broad geographic area.

Figure 1.1 **The Sutton travel advisors**

Photo courtesy Smarter Travel Sutton

1.4   This Guide is for practitioners interested in developing a PTP programme in their area. It will help them to understand the PTP process in more detail, and to learn, based on evidence, how effective PTP can best be delivered. It presents a generic process, independent of any one particular commercial approach, enabling local authorities to be better informed when commissioning their PTP partner(s), or when developing their own PTP programme in house.

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1   Making Personal Travel Planning Work, December 2007, available from: www.dft.gov.uk/pgr/sustainable/travelplans/ptp/

1.5 The guide is supported by an online resource library containing electronic downloads of PTP resources.[2]

> ❝*Personal Travel Planning has made a fantastic impact on the way in which its participants travel around the city, not only by encouraging more people to get out and about, but also by reducing the number of car trips by half a million per year.*❞
>
> **Dean Spears, Brighton and Hove City Council**

Historical background to PTP

1.6 PTP has been implemented overseas since the 1980s (most notably in Australia, where it has now become a mainstream transport planning activity) and was first introduced in the UK in the late 1990s (see Figure 1.2). In 2003 the DfT part-funded 14 pilot projects to examine how PTP can reduce reliance upon the private car. These pilot projects targeted households, schools and employers, with impressive results particularly evident in the evaluation reports of the household projects.

Figure 1.2 **Recent history of personal travel planning in the UK**

1999

Small-scale residential projects

Project reporting

14 DfT co-funded pilots residential, school and workplace PTP

DfT evaluation report

Making Smarter Choices Work

Large-scale programmes commence:
• Darlington, Peterborough, Worcester
• Brighton, Bristol, Lancashire, London

Research study to examine PTP effectiveness, resulting in Practioners' Guide

2008

2   PTP resource library can be found at: www.dft.gov.uk/pgr/sustainable/travelplans/ptp/

Figure 1.3 Interaction between the PTP process and personal decisions

PTP process	Individual actions
	Habitual car use
Direct contact with household	
	Identification of problem
Targeted information on alternative travel choices	
	Identification of opportunity to change behaviour
Motivation and incentives	
	Trial use of sustainable modes
On-going support and advice	
	Long term behavioural change

What is involved in a typical PTP project?

1.7   PTP is typically delivered across large residential areas. Each person within the target population is encouraged to think about how they currently travel for each of the trips they make, and to consider how they might make those trips in more sustainable ways (Figure 1.3). The tools and techniques to encourage people to travel sustainably differ from project to project and include:

- one-to-one conversations, either at the doorstep (Figure 1.4) or by telephone, between individuals and trained field officers to encourage and motivate a change in behaviour;

- the provision of information on how to travel sustainably (for example, maps or guides about the local bus network, walking and cycling routes);

- the offer of gifts and incentives to encourage the use of sustainable modes (for example, pedometers, water bottles, free bus tickets).

What is the UK experience of PTP?

1.8   To date over 300,000 UK households have been targeted by PTP projects. Although PTP is a relatively new transport planning tool, there is a large and growing evidence base of PTP projects across the UK.

Figure 1.4 **Door to door contact: Sutton advisors**

Photo courtesy Smarter Travel Sutton

How effective is it in reducing car travel?

1.9   Within the UK, PTP has been reported to typically reduce car driver trips by 11% (among the targeted population) and reduce the distance travelled by car by 12%.

1.10   As a result of, and in addition to, reduced car use, successful PTP projects can also deliver:

- increased walking and cycling, with associated health benefits;

- increased public transport use, making services more feasible and profitable;

- increased viability of local shops and businesses;

- more sociable and 'liveable' neighbourhoods;

- stronger partnerships between the agencies and organisations involved;

- improved local air quality;

- reduction in carbon emissions;

- shifts in attitude towards sustainable modes.

> "It is important to recognise the value of PTP as a complementary measure to other initiatives, and hence to be flexible on the funding mechanisms and business case – for example, to recognise the long-term health benefits associated with increased walking and cycling." **(Brisbane case study)**

What are the prerequisite conditions for a successful PTP project?

1.11 While evidence suggests that PTP can be applied to any community (as reductions in car use are generally consistent across all urban project areas), the greatest success is likely to be delivered where there are/is:

- plentiful and diverse local facilities (shops, employment centres, leisure facilities etc.);

- good community networks;

- high levels of accessibility (by all sustainable transport modes) (Figure 1.5);

- excess capacity on the public transport system;

- a stable (non-transient) population;

- local recognition of congestion-related problems;

- a recent investment in the local sustainable transport network.

Figure 1.5 **Passengers alighting from a park-and-ride bus**

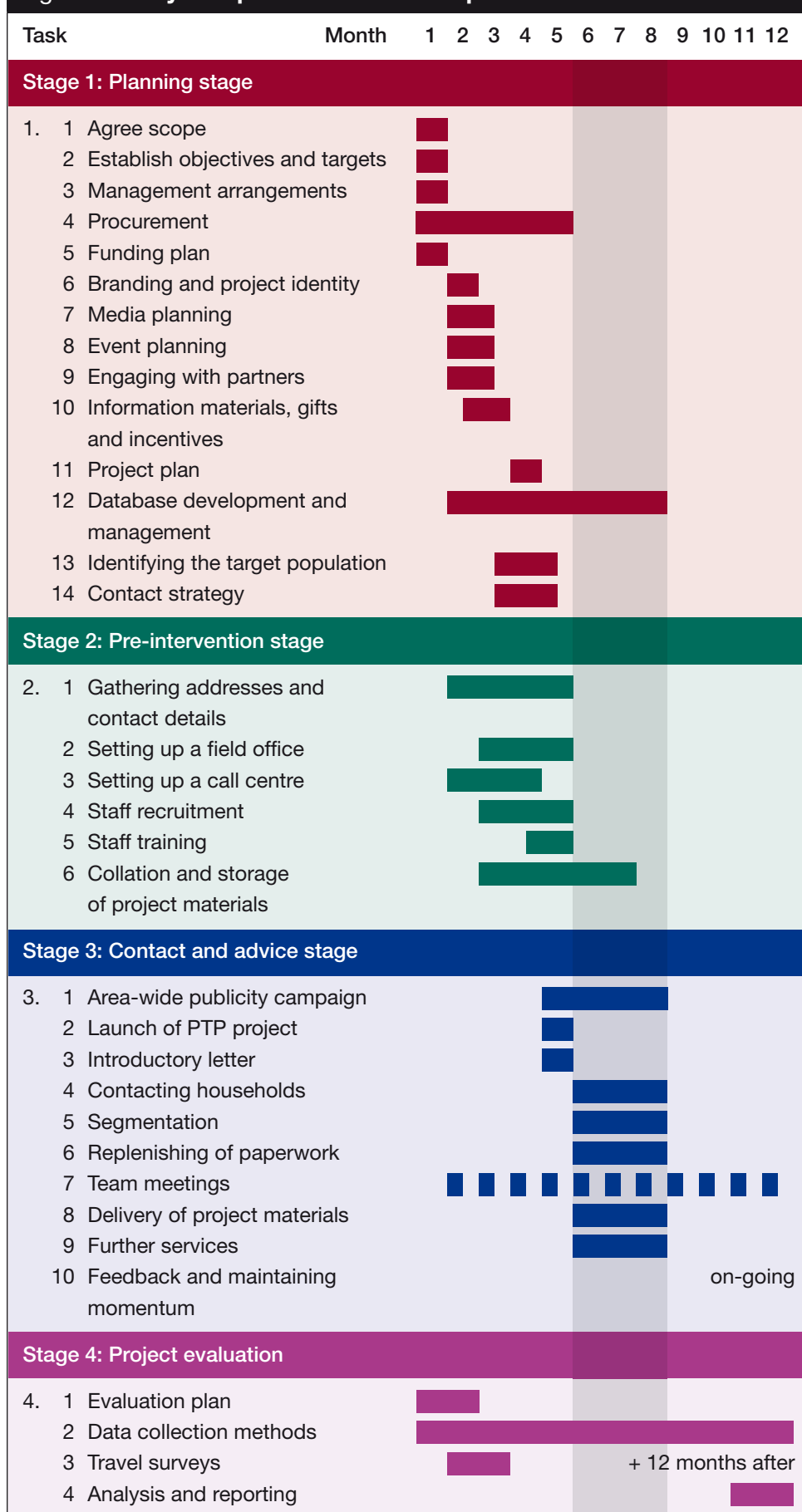Photo courtesy Integrated Transport Planning Ltd

> **❝**PTP intuitively added value to the roll-out of improved bus services across the targeted areas, raising awareness and making a contribution to increased patronage.**❞**
> **(Nottingham case study)**

The PTP process

1.12 Figure 1.6 summarises the PTP process under the four stages of: planning, pre-intervention, contact and advice, and project evaluation.

Figure 1.6 **Key components of the PTP process**

Task	Month	1	2	3	4	5	6	7	8	9	10	11	12

Stage 1: Planning stage

1. 1 Agree scope
   2 Establish objectives and targets
   3 Management arrangements
   4 Procurement
   5 Funding plan
   6 Branding and project identity
   7 Media planning
   8 Event planning
   9 Engaging with partners
   10 Information materials, gifts and incentives
   11 Project plan
   12 Database development and management
   13 Identifying the target population
   14 Contact strategy

Stage 2: Pre-intervention stage

2. 1 Gathering addresses and contact details
   2 Setting up a field office
   3 Setting up a call centre
   4 Staff recruitment
   5 Staff training
   6 Collation and storage of project materials

Stage 3: Contact and advice stage

3. 1 Area-wide publicity campaign
   2 Launch of PTP project
   3 Introductory letter
   4 Contacting households
   5 Segmentation
   6 Replenishing of paperwork
   7 Team meetings
   8 Delivery of project materials
   9 Further services
   10 Feedback and maintaining momentum — on-going

Stage 4: Project evaluation

4. 1 Evaluation plan
   2 Data collection methods
   3 Travel surveys — + 12 months after
   4 Analysis and reporting

Stage 1: Planning

Task: Agreeing the scope of the project

2.1 A PTP project needs to be the right measure for your local area. It needs to work alongside a broader range of sustainable transport measures, the Local Transport Plan (LTP), as well as your development and land-use planning aspirations. **Embedding PTP within the LTP process is the obvious way to ensure that all elements of the sustainable transport strategy work in harmony.** This will enable the scheduling of PTP across different neighbourhoods to be tied in with specific investment programmes.

2.2 Some key questions that help to shape the development of a PTP programme are:

Q. *What barriers to making more sustainable travel choices will PTP seek to address?*

You may have adopted a specific focus, such as increasing bus patronage, that you wish to address. You will need to determine what key barriers are preventing the switch to more sustainable travel, in this instance the bus, in order to make your PTP programme focus on their removal.

Q. *In what way is PTP going to be targeted?*

For instance, your PTP programme may only have funding for the first year. In this case, you will need to develop criteria to help you prioritise which parts of your town or city are going to benefit in this PTP round. Alternatively, you may wish to target only those households or areas where a social profiling exercise has indicated there is a greater propensity to change travel behaviour.

Q. *What do you know about current travel behaviour in your town or city?*

There may be sufficient knowledge on local travel behaviour from existing sources. Equally, you may decide it is insufficient or out of date, in which case you will need a survey of current travel behaviour in the area being considered for a PTP programme. This may also provide a baseline for the evaluation of your PTP programme.

Q. *How will the programme be managed and delivered?*

The council may have the capability and desire to run the PTP programme in house, using staff already in post, or by hiring additional staff. Alternatively, you may decide you need an external delivery partner.

Q. *What is the budget and how will it be justified against other competing claims?*

It may be that your PTP budget has been secured (including revenue funding) and is sufficient to achieve the project's objectives. Alternatively, in order to scope the project fully, you may first need key partners to state what they can put into the PTP funding pot.

> ### Hints and tips
>
> In Peterborough, the entire city has been targeted through an 'every other household' approach, which spreads knowledge of the PTP project and associated information via word of mouth. Those not directly contacted by the project can share the material that has been distributed to their neighbours, or request participation in the project via a dedicated phone number.

Task: Establishing the objectives and targets

2.3 By adopting clear objectives you can ensure partners fully appreciate what the PTP programme is seeking to achieve and how it will benefit them. The PTP programme will be evaluated against these objectives, so the targets that are aligned to them must be measurable. In general terms, targets that focus on outputs will provide an indication of the achievement of the PTP process (e.g. in terms of the number of households that asked for PTP materials), whereas targets based on outcomes will provide an indication of the level of impact achieved by the PTP programme (e.g. changes in travel behaviour).

2.4 Table 2.1 summarises some typical objectives for different partners.

Table 2.1 **Typical objectives for different partners**		
Example objectives	**Related outcome targets**	**Commentary**
Lead local authority		
Reduction in car vehicle kilometres travelled	10% reduction across the target households	An overarching aim of most PTP projects – typically measured through before/after travel surveys
Satisfaction with public transport	Percentage increase in Best Value Performance Indicator (BVPI)	Demonstrates contribution of PTP to wider transport policy goals – typically measured by on bus and on street surveys
Public transport operator		
Increase in patronage	3% increase in farebox revenue on services running in the PTP target area	Useful to engage the public transport operator and secure their long-term commitment – typically measured through analysis of ticket sales data from electronic ticket machines

Table 2.1 **Typical objectives for different partners** *continued*		
Participants		
A better quality of life	5% reduction in neighbourhood traffic levels	Provides direct feedback to participants and spreads success stories – typically measured through automatic traffic counters within PTP targeted area
Field officers		
Job satisfaction	90% reported positive feedback to advice provided	Builds upon the strong commitment of field officers – typically measured through qualitative research and analysis of participant feedback

Local Area Agreements

2.5   For PTP to become 'mainstreamed', it will need to demonstrate its ability to contribute to meeting national targets set by Local Authority Partnerships in Local Area Agreements (LAAs) and Multi-Area Agreements. LAAs and Multi-Area Agreements are becoming the key mechanism for agreeing and funding activities that meet locally agreed priorities. The decision making is shared among a partnership of local statutory service providers, third-sector partners and private sector partners. It is based on regular consultation with the local community. In addition to this local context, the LAA also has to contribute to improving a set of 198 National Indicators (NIs), which have been agreed nationally between Local Strategic Partnerships and Government departments.

2.6   Relevant indicators include:

- NI 47   People killed or seriously injured in road traffic accidents
- NI 48   Children killed or seriously injured in road traffic accidents
- NI 55   Obesity among primary school age children in Reception Year
- NI 56   Obesity among primary school age children in Year 6
- NI 167   Congestion – average journey time per mile during the morning peak
- NI 175   Access to services and facilities by public transport, walking and cycling
- NI 177   Local bus passenger journeys originating in the authority area
- NI 186   Per capita CO_2 emissions in the LA area
- NI 198   Children traveling to school – mode of travel usually used

Hints and tips

The local Primary Care Trust (PCT) may be interested in partnering work on PTP where it can be shown that it increases 'active travel' options such as cycling and walking. This will help the Local Strategic Partnership to work towards Department for Health National Indicator NI 121 – mortality rate from all circulatory diseases at ages under 75. The local public health strategy will include a reference to this, which might be phrased as: 'Reduce early deaths due to coronary heart disease and stroke.' By demonstrating the ability of PTP to increase physical activity levels in the local population, it can be shown that PTP can help the PCT to meet its target and, furthermore, the PTP project can collect evidence that it is being met (subject to suitable evaluation budgets being made available). In turn, this will broaden the support for PTP locally, contribute to the case for funding and make the PTP partnership arrangements more rewarding for all who participate.

2.7   A full list of National Indicators for Local Authorities and Local Authority Partnerships can be found at www.communities.gov.uk/publications/localgovernment/nationalindicatorsupdate

> "*Reducing car mileage is the primary objective of the PTP project. Bristol has two Air Quality Management Areas, so a supporting objective has been to encourage economical driving styles in order to reduce atmospheric pollution. A number of resources have been tested, the most popular of which is a specially prepared short guide to efficient driving styles and associated cost savings.*" **Mike Ginger, Bristol City Council**

Task: Management arrangements

2.8   An important early consideration is to determine 'how' the PTP project will be undertaken, as this decision will determine the shape of the entire project. While there are many potential options available to local authorities, the most prevalent to date have been 'outsourced delivery' and 'partnering models'. The options available can be broadly summarised as in Table 2.2.

Table 2.2 **Options for the delivery of PTP projects**			
Approach	**Description**	**Advantages**	**Risks**
Outsourced delivery of PTP	All aspects of delivery are contracted out to an external supplier	• Proven consultancy models available with effective delivery • Certainty about costs and delivery times from outset	• Lack of ownership of PTP programme by LA staff • If the LA cannot find a well-informed, motivated and engaged client officer/contract manager, it will not gain maximum impact from PTP
Partnering model	LA works together with consultancy partner(s), both parties performing separate tasks	• Provides for sharing of knowledge between LA and PTP partner(s)	• If the LA cannot find a well-informed, motivated and engaged client officer/contract manager, it will not gain maximum impact from PTP
Partner support/ mentoring model	Majority of work is undertaken by the LA, with discrete tasks outsourced (typically: staff training, recruitment of field officers, and programme management)	• Enables LA to benefit from expertise of consultancy partner while maintaining control over the delivery of PTP	• If the LA cannot find a well-informed, motivated and engaged client officer/contract manager, it will not gain maximum impact from PTP

Table 2.2 **Options for the delivery of PTP projects** *continued*			
Approach	**Description**	**Advantages**	**Risks**
In-house delivery of PTP	LA is responsible for all aspects of the PTP programme	• Enables LA to maintain control over PTP programme delivery • Approach can be tailored to directly meet local needs	• PTP skills difficult to learn, as they involve behavioural change and marketing techniques, as well as bespoke project management process • Large-scale hire of staff on short-term basis, especially the field officers, is difficult to achieve within current LA human resources practice
Developer-led PTP	Housing developer is responsible for the cost and delivery of the programme, the latter often outsourced to consultants	• Provides external funding stream for PTP delivery • Can stimulate wider benefits to local community if development is on a sufficiently large scale	• New development may not offer sufficient scale to influence local communities • Lack of longer-term commitment from developer (or legacy site management firm) once development complete

2.9   Projects to date have adopted slightly different management approaches to suit the particular needs of each commissioning authority. For example, Brighton and Hove City Council is responsible for the management of its PTP programme but has worked with Cycling England and a consultant partner on planning the work, as well as on staff recruitment. In Worcestershire, Peterborough (Figure 2.1) and Darlington, the local councils work closely with their consultancy partners to deliver the PTP component of larger-scale sustainable transport projects.

2.10   For those local authorities seeking consultancy support (either for the entire project or discrete tasks), it is important to understand and appreciate the PTP process in order to be certain of commissioning what they need from external suppliers. Evidence from successful projects has demonstrated that local authority clients must be interested, engaged and well informed throughout the PTP project.

> **"** *The client must be engaged, and prepared to work with the consultancy partner on the delivery process. This includes visits to the field offices, challenges to reported data, and most importantly to be confident in the outcome results.* **"**
>
> **(Perth case study)**

Figure 2.1 **Peterborough field office**

Photo courtesy Integrated Transport Planning Ltd

Team structure

2.11   It is essential to obtain agreement about the PTP project team structure at an early stage to ensure appropriate consideration can be given to the tasks of recruitment and training. Although a generic model is presented in Figure 2.2, each PTP project will adopt a slightly different approach to suit local conditions.

Figure 2.2 **Generic model of PTP team structure**
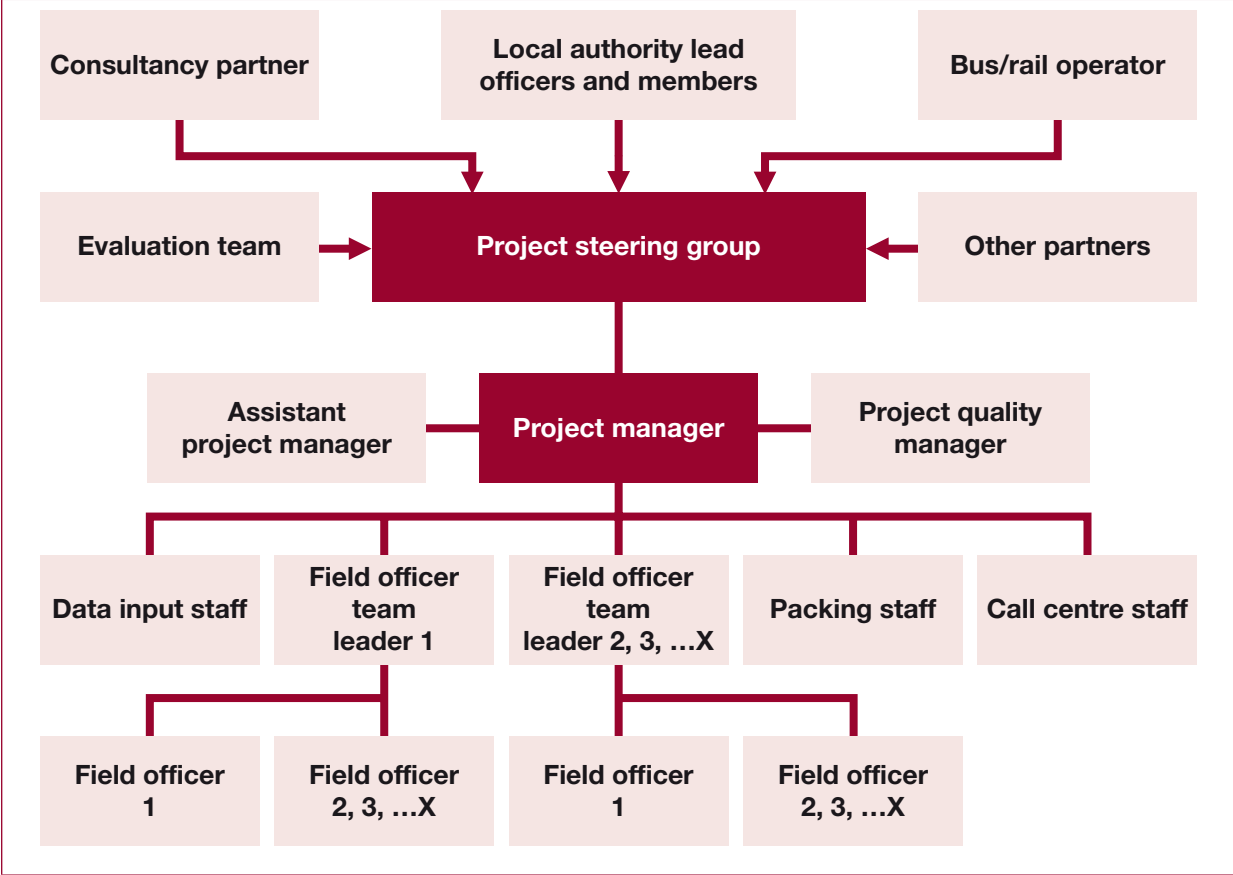
2.12   The roles and responsibilities of the different PTP team members are summarised in Table 2.3.

Table 2.3 **Roles and responsibilities of the different PTP team members**	
Role	**Description**
Project steering group	Responsible for overseeing the strategic direction of the project, and meets monthly during the preparation phase and once or twice during each delivery phase.
Project manager (PM)	Responsible for the day-to-day management of the project programme. Reports directly to project steering group.
Assistant PM or administrator	Provides direct support to project manager.
Project quality manager	Oversees the quality elements of the project and ensures quality standards are adhered to.
Evaluation team	Responsible for the independent evaluation of the PTP intervention.
Field officer team leader	Experienced field officer, responsible for undertaking direct door-to-door contact, with added responsibility for managing a small team of field officers.
Field officer	Responsible for undertaking door-to-door contact with households.
Data input staff	Responsible for inputting household and project details within the management database.
Packing staff	Responsible for compiling project materials within household packs.
Call centre staff	Responsible for making direct contact with households by telephone (if required). Will also require supervisory or management structure.

Task: Procurement

2.13   If local authorities are seeking consultancy support, then it is vital that adequate time and consideration are given to the tendering process. The approach to procurement will depend to a large extent on the management arrangements for the project (see paragraphs 2.8–2.10). However, in all cases some early planning of procurement issues will bring long-term value.

2.14   For local authorities seeking to outsource the PTP delivery programme to a consultancy partner, the online resource library contains a sample tender document that can be modified to reflect local circumstances.

> **❝***An extensive programme of PTP and Travel Behaviour Research has been conducted on behalf of Lancashire County Council in Preston and South Ribble (as part of the EU funded CIVITAS Success project) and also in Lancaster and Morecambe. A total of 50,000 households have been targeted in these areas. Initial results are very positive, with a significant change in travel behaviour. We have seen a 13% reduction in car driver trips in one of the areas, with significant increases in walking, cycling and the use of public transport. The programme was conducted by Socialdata with support from Sustrans, who managed all staff recruitment and training to deliver the TravelSmart process. In total almost 200,000 items of information, rewards and incentives have been delivered to households. The key message of the campaign was 'TravelSmart' with information supplied and branded by Lancashire County Council.***❞**
> **Andrew Varley, Lancashire County Council**

Task: Funding plan

2.15   Like in many Smarter Choices measures, it is often difficult to secure the long-term revenue funding necessary to make PTP a success (despite a growing recognition that such revenue-funded schemes are effective at changing behaviour). To date, most large-scale PTP projects have been funded through the use of government or EU grants.

Hints and tips

In Brighton, decriminalised parking revenue has contributed to the PTP programme budget.

How much does it cost?

2.16   For large-scale projects, total project costs (including local authority staff resources, materials, publicity, printing, promotions, gifts, rewards and evaluation) are typically between £30 and £50 per household. Of this total, the design and delivery of the PTP campaigns (including project design, database management, co-ordination of marketing package, project management, as well as local fieldwork) generally account for between £20 and £30 per targeted household.

2.17   Figure 2.3 demonstrates how costs are roughly allocated for a typical PTP project.

Figure 2.3 Indicative allocation of PTP budget
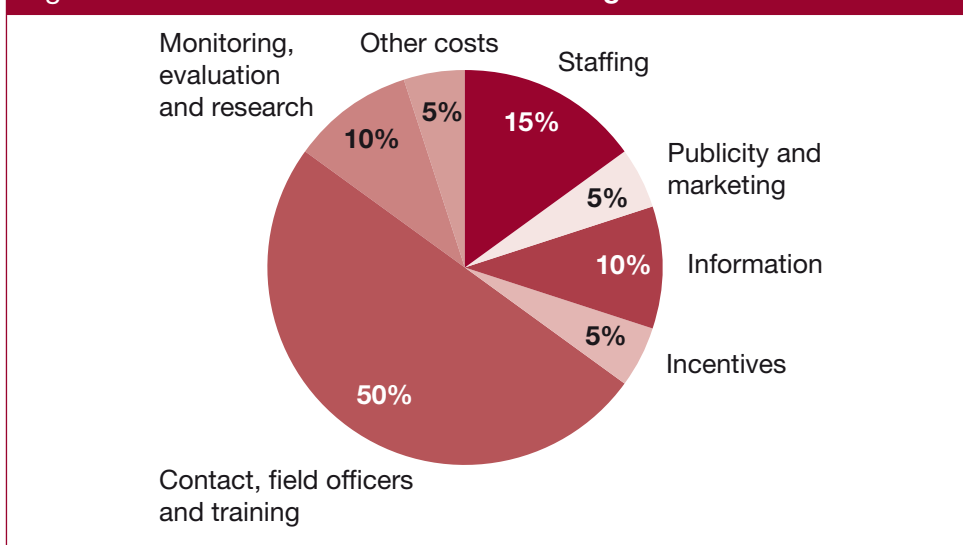
2.18 Evidence has shown there are benefits from larger PTP projects:

- They are more cost-effective. However, it should be noted that delivering very large-scale programmes, for example 50,000+ households in a single phase, can bring significant project management issues, which can reduce overall project effectiveness and increase risk – all of these can be addressed (for example through increasing staff resources or treating different geographic areas as 'mini-projects'), but it is important to consider them from the outset.

- They create momentum and word-of-mouth impetus that can strengthen the contact and participation rates.

- They provide a visible message to the town or city's population as a whole, as well as people passing through the target area.

- They better enable corroborative data, e.g. bus patronage changes, to be used to test the outcomes of the project.

> ❝The scale of the project was very important in creating momentum and critical mass, and the scheduling of the PTP programme in waves across the neighbourhoods created interest from those that had yet to be contacted.❞
>
> **(Brisbane case study)**

> **"**PTP is an essential element of Bristol's Smarter Travel Choices programme. It has a proven track record of influencing travel choice and is popular with many people receiving the service. Following on from earlier pilots funded partly through external funding, PTP is now an established part of the annual transport funding allocation. With the current move towards a three-year programme, we are able to tender for three years of service provision, which should produce some economies of scale. The PTP is funded through Bristol City Council's own resources.**"**
>
> **Mike Ginger, Bristol City Council**

> **"**Long-term sustainability can be enhanced by building in maintenance costs of around 10% per annum (i.e. to provide PTP to house movers).**"** **(Brisbane case study)**

Hints and tips

After a pilot PTP Initiative in 2003/04, Nottingham City Council gave careful consideration to the findings before setting out on a new approach to delivering a scaled-down PTP project across the city (based on mailing out information and travel incentives to all residents rather than one-to-one engagement). The project was launched in spring 2007, with bus-based personal journey plans mailed out to 120,000 households, along with a smartcard loaded with a free bus journey. In addition, the smartcard provides access to leisure facilities and libraries. The scheme took six months to develop and cost £400,000 (£3.30 per household). It provides a platform for further engagement through direct e-mail updates to registered users offering new incentives and informing them of timetable changes. Data protection barriers do not arise, as registration is voluntary.

Task: Project branding

2.19   Be it a sign, symbol, slogan or word, your PTP brand (Figure 2.4) aids recognition and builds awareness among the population. In most cases to date, branding has been developed by external professional marketing companies or designers, although this could be delivered in house if a suitable skills base exists within a local authority.

2.20   Testing brand identities through focus groups has proven to be a useful tool – for example, to ensure any messages to be portrayed are not diluted or lost through overly sophisticated branding. Importantly, brands should not relate to any particular mode of travel, and should enable a

suite of related project materials to portray a common theme. Branding should be transferable onto all gifts, incentives, information materials and field officer uniforms, increasing recognition and awareness at different stages of the project.

> **"***If ever I put on a yellow T-shirt these days, I am spontaneously approached by passers-by on a staggering scale.***"**
> **Andrew Gordon, Field Office Manager for Transport for London's (TfL) Smarter Travel Sutton PTP project**

> **"***Acceptance of the [PTP] initiative on the doorstep has grown significantly over the life of the project, which in part is attributed to brand awareness.***"** **(Darlington case study)**

> **"***We tweaked our brand slightly from Your Travelchoice to My Travelchoice, personalising our message and making it more user-friendly to secure improved local buy-in.***"**
> **(Peterborough case study)**

Figure 2.4 **The sustainable travel towns logos**

Task: Media planning

2.21 Gaining positive media exposure is an important element of the PTP process. Potentially, local media should be seen as strong allies. Media interest in PTP has, to date included local press, radio stations, trade journals, national newspapers (Figures 2.5 and 2.6) and TV. Your media coverage can 'make or break' your story, so it is worth investing time cultivating researchers, journalists and their editors, to ensure that they are fully briefed and appreciate all aspects of your PTP project.

Figure 2.5 **Headline from *The Times* 31 October 2007**

Hello, I'm your personal travel adviser. Can I persuade you to get on your bike?

Figure 2.6 **Headline from the *Guardian* 28 October 2007**

Coming soon to your home: a personal adviser on how to get to work by bus

Ruth Kelly will unveil a plan to cut pollution by advising people on alternatives to the car

2.22 The starting point should be your local authority's press officer. They will have a long list of media contacts, and considerable experience of dealing with local press and radio. At this stage, the first task is to establish the protocols for getting a press release or notice issued, how it has to be approved, and the press officer's preferred method of putting it together. Much of what ends up in the media is driven by the feelings and prejudices of the person writing the text, so make sure your press officer has a very sound understanding of what PTP is, and how it is working in your local area.

Hints and tips

Use your connections within the media creatively, linking in to the interests of the particular contact you are approaching. If it is the motoring correspondent, you might want to start with your leaflet of greener motoring tips. Brighton and Hove City Council received a positive response and review from the local paper, *The Argus*, partly due to the fact that a senior journalist at the paper is a keen cyclist.

2.23 Make sure you get your timing right. Experienced PTP practitioners generally advise against any pre-project media exposure, unless there are successful travel awareness campaigns already in place to build upon. There is no point in 'going live' before your team of field officers is ready to deal with the queries this will generate from the public.

> **"**A comprehensive sustainable transport campaign, 'JourneyOn'
> ensures that the project forms part of a wider package of events
> and marketing initiatives. Key areas are targeted through
> innovative measures. For instance, we regularly install high-impact
> billboard images at railway controlled crossings highlighting the
> health and financial benefits of cycling as opposed to driving, an
> approach that works well at traffic queuing hotspots.**"**
> **Dean Spears, Brighton and Hove City Council**

2.24   When the media start to show an interest, what have you got to offer
them? You need to encourage media curiosity by offering intriguing story
lines: the car addict who owns three cars but has discovered the joys of
cycling to work once a week; the family that has saved enough on their
transport costs by travelling sustainably so that they can now afford to
take a holiday for the first time, and so on. It is powerful to be able to
portray a series of convincing 'ordinary' residents, who may well be doing
'extraordinary' things when it comes to changing their travel behaviour.
The tales that need telling are going to be a lot more interesting to the
media if they come directly from PTP participants.

Hints and tips

There are many different elements to a successful PTP programme.
By carefully analysing these elements, breaking them up into their
component parts, you can provide the local media with a long stream
of storylines over the life of the PTP programme. Throughout, you
will want to focus on the positive elements of PTP, emphasising the
voluntary nature of the scheme, the offer of a free service and the
project's sustainability aims. Robust statistics from previous travel
behaviour research can prove useful in grabbing people's attention,
as can interim findings from early phases of a project.

2.25   With concerns about the adverse impact of climate change and debate
about how to go about reducing our carbon footprint, it will be tempting
to concentrate on the environmental benefits of PTP. While this is clearly
an important objective, it should not obscure some of the more down-to-
earth aspects. In particular, PTP can be promoted by appealing to the
wallet or purse, by offering a better quality of life, and by promising
significant health benefits from more active lifestyles.

2.26   Before the PTP programme starts, it would be wise to hold an in-house seminar for all the senior managers, board members, councillors and so on who are: involved with the PTP partnership, serve on the Project Steering Group or are in any way likely to be asked for their opinions about PTP by the media once the project is up and running.

Hints and tips

Use the data to your advantage. Both baseline research and project-specific feedback can provide very powerful messages on the potential for change. For example, in Worcester, the baseline survey figures for the Choose How You Move programme were actively promoted in the media, and the interim survey results were also the source of positive news stories.

Hints and tips

In Bristol, the local newspaper ran a strong headline on the success of the PTP project, yet in the editorial section of the same edition wrote a negative story on how the PTP project was a 'waste of money'. This vividly demonstrates how the perception of PTP (and possibly the wider issue of car use and acceptability of sustainable modes) varies significantly even within the same media group.

Task: Event planning

2.27   PTP-specific events (Figure 2.7), including most importantly the launch event, can be used to promote the project to the media and the public and to generate feedback from the public on how the programme is being received.

Figure 2.7 Event forming part of the Brighton car-free day

Photo courtesy Brighton and Hove City Council

Hints and tips

Be creative, and don't restrict creativity to the transport team alone. For example, Darlington Borough Council employed a Kylie Minogue look-alike to launch the start of the *Local Motion* project, singing *Do the Local Motion* around the streets of Darlington.

2.28 Previous PTP projects have been particularly successful in making links with national campaign days, for example 'In Town Without My Car' and local events such as the London to Brighton bike ride.

> **"***Each area project is launched with a media event running in parallel with contact work with local community groups and organisations. This helps to spread the message locally and has been particularly effective in areas with vibrant communities. Each launch event has resulted in some media coverage. Travel information and Dr Bikes in local shopping areas also help to get the projects noticed locally.***" Mike Ginger, Bristol City Council**

2.29 Key considerations include:

- Make sure there is a clear tie-in between the PTP programme and other regular or seasonal events in the target area.

- Use these events to disseminate spare PTP materials and to have a presence, with field officers on a stall or at a display.

- Take contact details of attendees for any supporting 'loyalty club'.

- Be welcoming and engaging.

- Offer free tea and coffee.

- Make sure that no photo opportunity is missed.

- Be careful when considering the impact of wider publicity and events when it comes to evaluating the impact of PTP (for example, the change in behaviour that may subsequently occur within an independent control group).

- Take care with the timing and location of the event not to reduce potential response rates to the actual campaign due to people having 'done PTP' by attending an event.

- Consider if and how such events can be evaluated to ascertain their impact (both in creating awareness and behavioural change).

Task: Engaging with partners

2.30   Partners play a significant role in any successful PTP project. For a PTP partnership to work effectively, the starting point needs to be an understanding of what each partner wants from the PTP programme, combined with an agreement about what they can contribute (e.g. staff time, premises, other in kind resources, and – of course – funding).

Hints and tips

Use the experience of other PTP projects to demonstrate likely levels of success and to reinforce realistic targets – partners are more likely to get involved if they can see a tangible outcome from their efforts. For example, Peterborough City Council has seen its Best Value Performance Indicator (BVPI) for bus satisfaction increase from 45% (2003) to 62% (2006) and its BVPI for transport information increase from 43% (2003) to 53% (2006) during the implementation of its PTP project – a powerful reason for bus operators to get involved in PTP projects.

Consultancy partnerships

2.31   One of the most fundamental partnerships is between the local authority and their consultancy partner. This creates an inclusive project and strengthens the bond within the project team. The local authority officer leading a PTP project should:

- ensure regular meetings are held, with a written record of discussion and decisions;

- be willing to undertake regular and ad hoc visits to the local field centre; and

- be prepared to understand the detail of the process, for example by accompanying field officers when undertaking their door-to-door contact sessions.

Bus and rail operators

2.32   The local bus and rail operators are important partners or could run their own PTP campaigns. Operators can contribute a wealth of up-to-date information to a PTP project and can also use the PTP process as a source of feedback to gain a greater understanding of the issues affecting their customers. Operators can provide:

- up-to-date marketing materials (including timetables and bus route maps);

- daily and weekly tickets and travel passes (free of charge or at discounted rates) that can be given to participants as gifts or used as incentives to try out a local bus or rail service;

- knowledge of bus network and timetable changes that may occur during the course of the study (a strong partnership with the main operators developed from the outset should seek to discourage as much as possible service reductions or inconvenient timetable changes midway through the project);

- valuable corroborative data on the impacts of the intervention;

- bus drivers willing to visit people in their homes to offer public transport information (if requested by participants).

> **"***Ensuring the bus operator is fully subscribed to the process can offer a degree of certainty that timetables will not change during the study period and that they have the resources to check timetable information thoroughly.***" (Nottingham case study)**

Local retailers and service providers

2.33   Local bike shops can assist with the provision of information and offer incentives for participants. All local bike shops should be approached to see if they can help out by providing discounts on cycle-related purchases, run bike maintenance sessions, or donate any equipment that can be used in prize draws and other promotions.

Hints and tips

Don't necessarily think you can secure a discount deal at the first time of trying. Use persuasion techniques to try and gain the best discount possible among a variety of retail outlets. For example, Brighton and Hove City Council held a meeting with 17 local cycle shops to discuss partnership and any discounts that the traders could offer, and eventually struck a deal with one trader for a 20% discount.

2.34   Local pubs and other attractions within walking and/or cycling distance can also offer discounts and special offers that can be promoted within the project.

> ## Hints and tips
>
> Partner organisations can be powerful allies, but it will require significant effort to gain their support. For example, Brighton and Hove City Council (BHCC) has worked with the health sector to encourage walking and cycling among the whole population. One of many projects is the Health Referral Project, which includes a nurse explaining different travel options and their respective health benefits to referred patients. To support this initiative BHCC has taken out adverts in a doctor's newsletter, demonstrating the health benefits of cycling and walking.

Local stakeholders

2.35   Engagement with local stakeholders, such as local residents' groups, walking groups, cycling groups, local businesses and amenities, is essential. Representatives from these groups can help to champion the project and contribute useful local knowledge.

> ## Hints and tips
>
> In Darlington, the engagement of the Growing Old in Darlington (GOLD) group with the PTP project has helped the push for public transport improvements.

2.36   Finally, local authorities may also wish to consider setting up a broader PTP advisory group as a medium through which to engage with all of their stakeholders and to encourage joined-up thinking and working on sustainable lifestyles.

> ## Hints and tips
>
> The Darlington Sustainable Travel Town project benefits from a Reference Group that includes representation from the Local Strategic Partnership, the business and voluntary sectors, the health sector, the education sector, Government Office for the North East, cycling groups, disability groups, the Cabinet member for transport and the opposition transport spokesperson.

Task: Information materials, gifts and incentives

2.37   Information materials (Figure 2.8), gifts and incentives are an integral part of the PTP process. It demands some careful planning and consideration to ensure they are appropriate to the local area and are directly related to the behavioural change process. Some images are provided within this

section of the Practitioners' Guide, and further 'electronic downloads' are provided online from the PTP resource library, which provides an insight into the approach that previous projects have taken.

Information materials

Figure 2.8 **Example information materials used in Bristol and London**

2.38   Good-quality information materials are vital for a successful PTP project. The first step is to undertake an information audit to determine what is already available, and what will need to be created afresh. Even where good quality materials already exist, they will have to be reordered and/or redesigned to include the PTP brand to ensure consistency. As a general rule, local authority logos should be avoided (or at least minimised) on information materials, allowing the PTP brand to dominate (ensuring the project can establish its own credibility and is not influenced by any preconceived perception associated with the local authority branding). Creating the full suite of information is a significant task and not to be underestimated, as all maps and timetables need to be accurate and portray logical, appropriate information. Feedback has shown that local people like to see local images on information materials. It is also vital at this stage to check that appropriate copyright approval or licensing has been obtained for all maps.

> **"**Bespoke information is designed and created for the particular area visited each year. This includes a comprehensive community guide – featuring local business and services available, encouraging community cohesion and enhanced relationships between stakeholders. JourneyOn is our one-stop online travel shop – providing a route planner and calorie counter on any journey done within the city, with the customer being able to calculate time and calories burnt, whether on foot, bike or bus.**"**
> **Jennifer Kidson, Brighton and Hove City Council**

2.39   Creating the information materials can either be undertaken by an in-house design team or outsourced to a marketing company. To date, printing of the information materials has generally been undertaken externally. It is particularly important to validate and test material locally, and this can be carried out by holding focus groups with local stakeholders and/or members of the public. These focus groups provide the opportunity to gain people's views, opinions and reactions to the information materials, for example the design concept, the colours used, the type of paper, logo placement, and the ease of understanding the information presented.

2.40   To ensure sustainability, it is important that the bulk of the materials offered through PTP will be more widely available after the campaign, and that participants are aware of where they can access them.

Hints and tips

Focus groups can provide a valuable means of 'market testing' PTP project materials. For example, TfL undertakes focus groups with local stakeholders and the general public to test its creative materials, and at the same time gain people's views on the area and existing transport options to be promoted in the forthcoming PTP programme.

2.41   Print run numbers depend largely on the size of the targeted population. Figure 2.9 summarises the number of project materials likely to be required (based previous PTP project experience). The horizontal line represents the smallest and the largest numbers of each information material required as a percentage of the households targeted, as shown in the key below the graph. The average quantity required is symbolised by a white diamond.

Figure 2.9 **Number of project materials required**
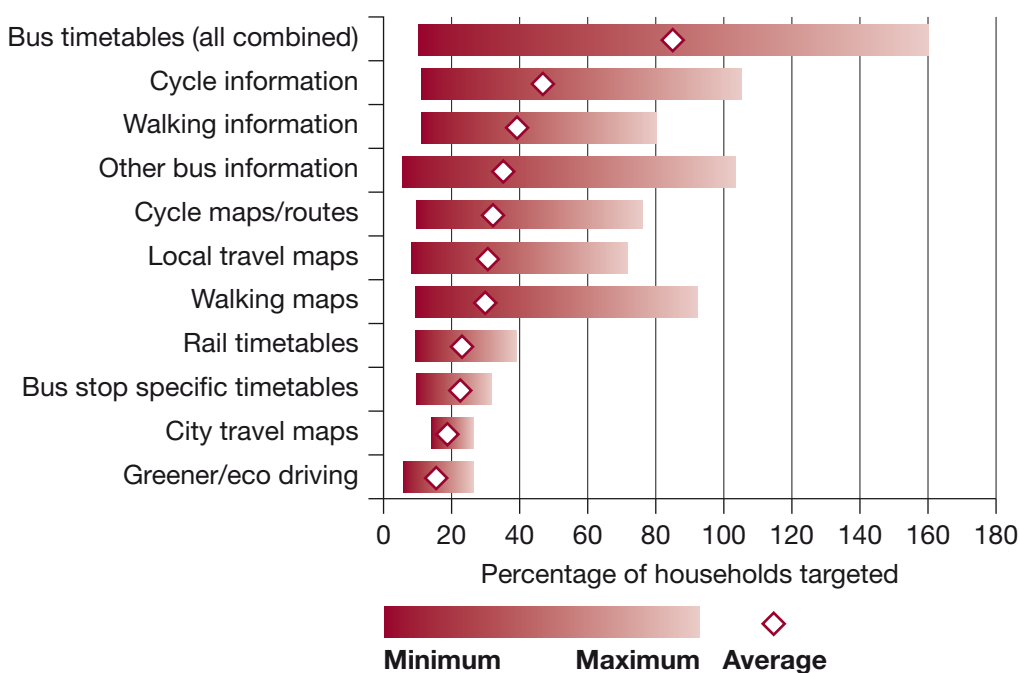
2.42   When considering the printing requirements, it is worth opting for an oversupply of materials, as extra printing midway through the delivery of a PTP programme can prove to be expensive and result in potential delays. Spare materials can be distributed at community events, either during or after the PTP project.

> **❝***Always ensure an oversupply of information material is produced and available in advance of launch (validated by project partners). This can always be used at the end of the project through mobile travel cafés to reinforce the message and capture those that haven't been engaged through the process.***❞**
>
> **(Perth Case Study)**

Hints and tips

Never underestimate the time and resources required to produce and update project materials – this can be one of the most time-consuming aspects of any PTP process, and the detail is all-important, so sufficient time must be allocated within the programme from the outset.

2.43   While the service sheet (the PTP request form) is not strictly a project material, this is the stage to design and develop it, using good design principles to enable participants and/or field officers to easily select and request materials most suited to their needs. An example of a service sheet is provided in Figure 2.10.

Figure 2.10 **Service sheet, Peterborough**

Gifts and incentives

2.44   Gifts and incentives can be distributed at different stages throughout a PTP programme. At the beginning of a project, they might be used to encourage people to participate and try out new ways of travelling. During the PTP project, they can say 'thank you' to participants for their on-going involvement or to people who are already travelling sustainably. When the PTP programme ends, they can be used to say thank you for participating.

> ### Hints and tips
>
> The Smarter Travel Sutton Project run by TfL offers participants a mode-related incentive to accompany the information materials they receive, for example:
>
> - an Oyster card pre-loaded with £5 of credit is given to households interested in making more use of public transport;
>
> - a tyre gauge is offered to households that express interest in greener driving;
>
> - cycle snap bands are offered to households who wish to use their bike more; and
>
> - pedometers are offered to households who wish to try walking for more of their journeys.

2.45   The use and purchase of incentives also needs to be considered early in the project. Popular incentives are ones that enable a participant to trial a new mode, as this is considered a key element for encouraging people to change their travel behaviour. For example, such incentives can include:

- free or heavily discounted daily/weekly bus tickets; and

- discount vouchers for cycle and cycle accessories purchases.

> ### Hints and tips
>
> For its 2007 PTP project, Brighton and Hove City Council made one fundamental change: in addition to offering a PTP package to all residents within the area, 100 people were selected at the doorstep to form part of an intensive group, who each received a unique tailored package of £270 each for whatever they needed to get them cycling. Field officers worked with local cycle retailers and accompanied the individual cyclist to a local bike shop to offer support throughout the experience. A tailored monitoring package, comprising travel diaries, provided the opportunity to monitor carefully the impact of being part of this intensive group. A bespoke financial monitoring methodology has been developed to monitor resources carefully.

2.46   Other incentives can serve as a reminder to participants to think about the travel choices that they make – for example, project-branded pedometers, shopping bags, mugs and umbrellas.

Hints and tips

Always ensure that project materials are relevant to sustainable transport messages. Perth (Australia) produced branded items to remind the householder of the PTP intervention at point-of-decision times. For example, the coffee mug provides a reminder at the breakfast table, while a key ring carries a direct message to remind the householder that some trips may be possible without the car.

"The strong branding of the promotional material, in particular the backpacks, resulted in high levels of willingness to be involved (it also created a visible presence on the street and significantly raised local awareness of the campaign)."

(Brisbane Case Study)

Hints and tips

A particularly innovative approach adopted by some of the pioneering international PTP projects has been the delivery of free environmentally focused gifts to target households before any contact is made. These must be seen as unconditional (i.e. not a bribe) and do not necessarily need to be connected to the PTP intervention (for example, a distinctly branded recyclable long-life shopping bag). The idea behind this approach is to create an awareness of local issues in advance of the PTP intervention, while creating a visible statement in the local community. The PTP introductory letter can make a reference to the free gift and reinforce messages about sustainability.

Area travel maps and community guides

2.47   Local area travel maps combine the alignment of bus, cycle and walking routes, with the location of key community facilities and other destinations, on the same map. They are universally popular in PTP projects (both in the UK and overseas), and form the bulk of information materials distributed through a typical PTP project. Once their popularity is recognised by PTP participants locally, they can easily be (and often are) rolled out across wider geographic areas.

Personal journey plans and bus-stop-specific timetables

Figure 2.11 **Bus-stop specific timetable, Nottingham**
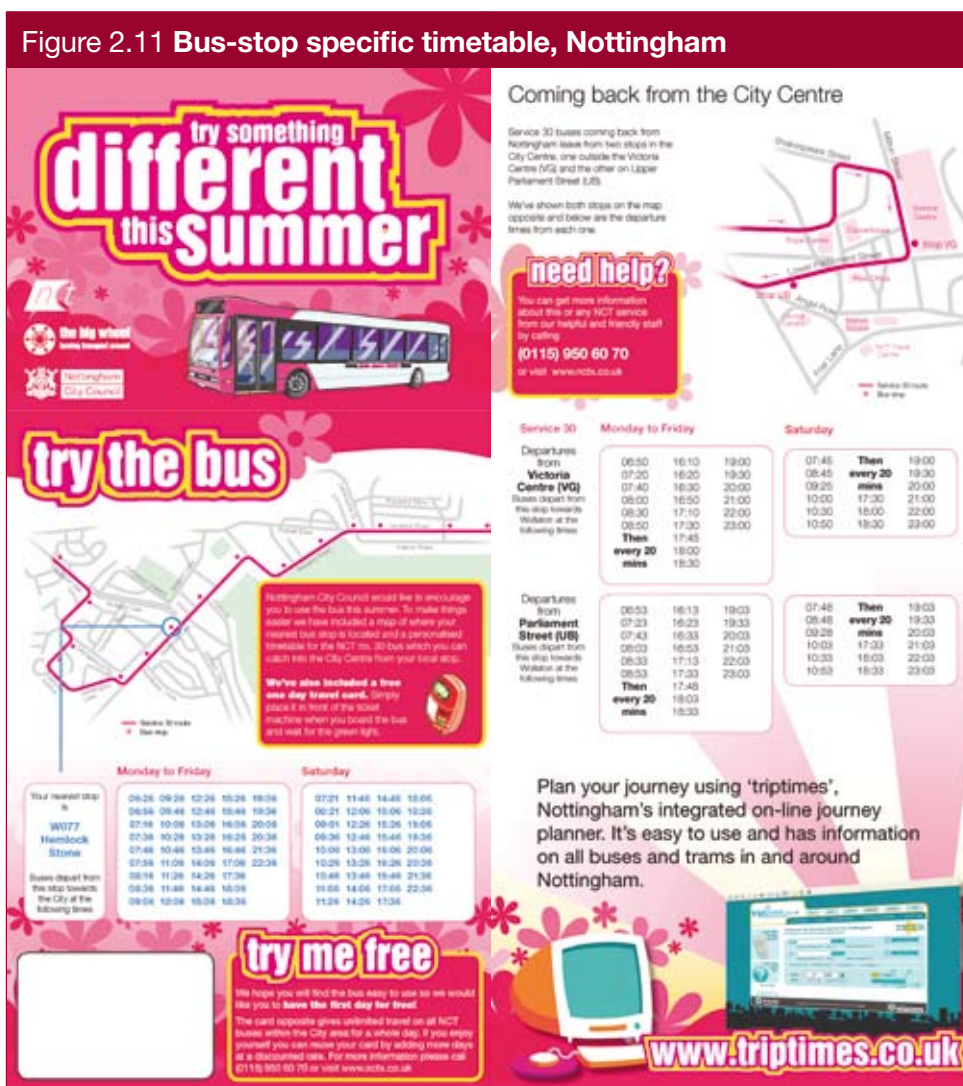
2.48 Targeted and specific information materials, for example bus-stop-specific timetables (showing times, destinations and costs for all services using the bus stop(s) nearest the household concerned) (Figure 2.11) and personal journey plans, can be an important resource and offer the highest level of personal and targeted information. However, their use has to be weighed against the intensive process of producing them, particularly if credibility is to be maintained by ensuring 100% accuracy.

2.49 In some areas, local authorities have invested in locally validated journey planners and up-to-date bus stop timetable databases that enable such material to be produced locally with relative ease and at reasonable cost. Some form of manual checking is also important to ensure the route proposed and/or timetable information is appropriate and logical.

Project website

2.50 An accompanying project website (Figure 2.12) containing lively and up-to-date information is another way to reach the targeted audience while also providing wider promotion of the project. The website should include

links to online journey planners and other resources for the internet-savvy traveller, contact details, electronic copies of timetables and maps, and provide the opportunity for the public to provide feedback (including the opportunity for residents to request a visit from a field officer and/or partake in the project).

2.51 The PTP website can also be a useful resource for field officers when they are providing advice and suggestions to people, and for the media.

Figure 2.12 **Journey On website screen shot**
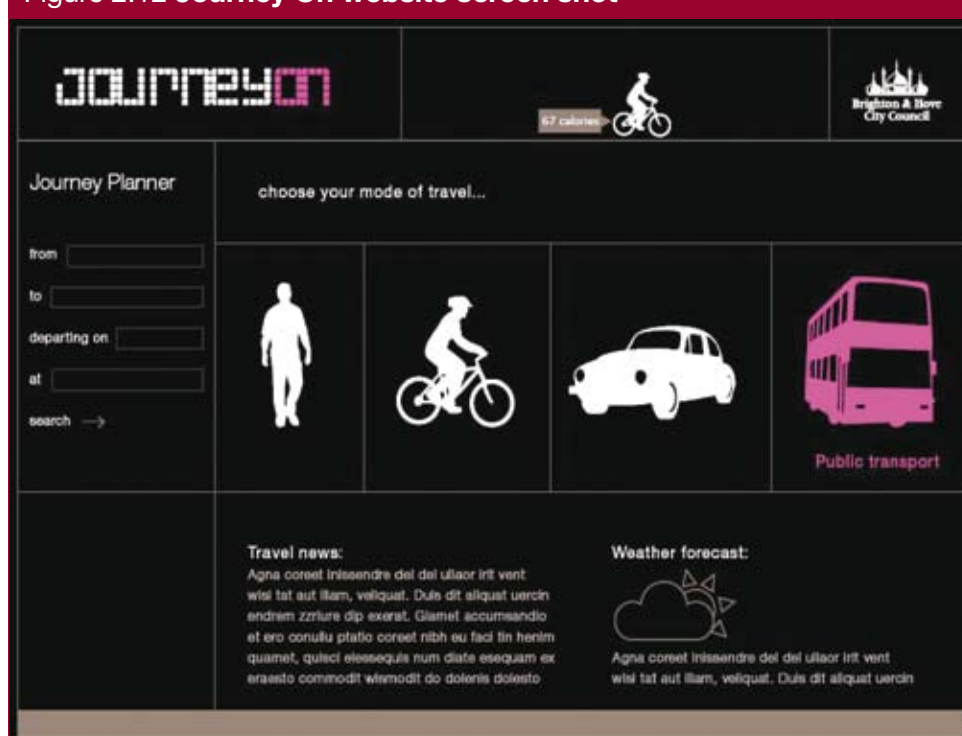
Task: Establishing a detailed project plan

2.52 Project plans provide certainty and assurances for project delivery. They enable progress to be mapped against expectation, and help to ensure any potential pitfalls are identified and remedied early in the project process. Tasks should be allocated to clear timeframes, with an individual named for responsibility. Linkages between tasks are important in ensuring that a delay in one task does not have a detrimental affect on the overall programme.

2.53 As the name implies, PTP is intended to personalise the travel offer for each individual that volunteers to participate. Implicitly, therefore, PTP is not about broad-brush exercises, but instead must concentrate on the micro-details of each sustainable travel offer to each local resident, and on these details the PTP programme will stand or fall. All project managers say that they expect to attend to the details in order to ensure successful delivery, but with PTP, failure to attend to the details means there is nothing to deliver, so the preparation of a workable PTP project plan is essential.

> **"***Create a detailed project plan, clearly setting out tasks, inter-relationships and roles and responsibilities.***"**
>
> **(Perth Case Study)**

2.54 Accompanying the project plan should be a risk analysis and/or risk register that identifies areas of risk throughout the project process, the consequence associated with each risk, the cost of mitigation, and a potential action plan.

PTP phasing

2.55 In some instances, local authorities have undertaken small-scale projects (often referred to as a pilot project) in advance of a major intervention, although there is no absolute requirement to do so.

2.56 Pilot projects can be used to test a number of delivery tools, facilitate an initial understanding of household motivators for change and remove any problems for future roll-outs, such as evaluation issues, contact strategies and responses to information materials. They can also help a local authority to estimate the potential changes in travel behaviour, value for money and the public perception of the project. Above all, it is at this phase that a local authority finds out whether it has the right resources and staff in place to be able to proceed with a full PTP programme.

2.57 Given the cost inefficiencies of undertaking small-scale pilots, it is vital that these are not used to justify the economic case for a larger programme. A preferred model is to deliver a small-scale pilot project as Phase 1 of a larger programme. This provides the opportunity to test out all aspects of the project programme, before moving into a larger-scale implementation, but does not run the risk of findings from the pilot phase being used to influence funding for the larger campaign (Figure 2.13).

Hints and tips

In Worcester, the phasing of the PTP programme was co-ordinated with specific improvements to the cycle and bus networks across the city. This provided an appropriate means of targeting an entire city and allowed suitable infrastructure improvements to be scheduled and put into place in advance of the PTP initiative.

Figure 2.13 **Target areas in Peterborough**
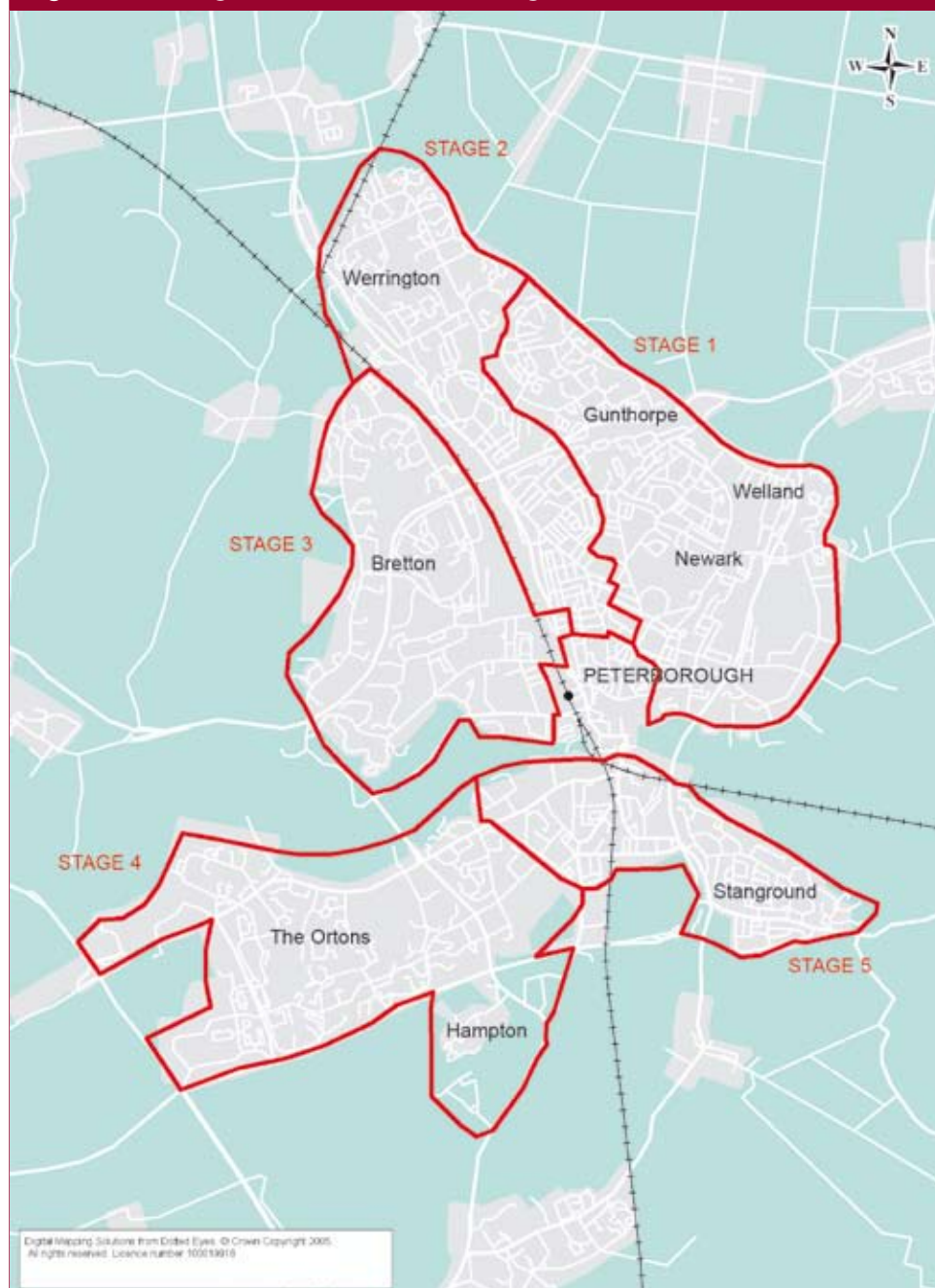
Task: Project database

2.58 All projects need to invest in a project database, as the volume and diversity of data accumulated is significant. Databases are used to store a broad set of information, including:

- contact details for the targeted households (addresses and phone numbers and email addresses as they become available);

- the progress made in contacting a household; and

- the information materials requested by a household.

2.59 They can also be designed to automatically produce daily work sheets for the field officers, and reports and performance statistics for the project manager.

2.60 Consultancy partners will generally have their own bespoke database package to support a PTP programme. For in-house development of a PTP database, it is recommended that the local authority's IT department is contacted at a very early stage in the planning process for initial advice on structure, scale and detailed requirements.

2.61 Many PTP practitioners also use paper-based systems alongside their electronic database, for example by retaining the household service sheets and household contact progress sheets used by the field officers during their day-to-day work.

Hints and tips

Field officers should be encouraged to record the title and capture the resident's name in block capitals (first and surname) for clarity. In TfL's experience this has shown to improve data quality, improve follow-up contact rates, and ensures that project communications can be personalised, which provides a greater opportunity for residents to respond to project correspondence.

Data protection and privacy

2.62 Any PTP project is likely to involve the use and transfer of large volumes of personal data. It is therefore important to be aware of the data protection issues and ensure your project is fully covered against any future claim.

2.63 In order to ensure people have confidence in the PTP brand, it is vital that everyone involved, from the project steering group to the field officers, fully understands the need to:

- respect people's privacy;

- maintain confidentiality at all times;

- obtain permission to store data when this is required; and

- be able to explain clearly to anyone who asks how data are (and are not) going to be used.

2.64 The project steering group should agree a data protocol early on in the planning process and make sure everyone has understood it and agreed to abide by it.

2.65 In general terms, data need to be managed and stored in accordance with the requirements of the Data Protection Act 1998, with the lead agency for the PTP project registered accordingly with the Data Protection Register (administered by the Information Commissioner). Security is paramount, and this should be in-built within the database design, particularly if the database is to be accessed via a web-based front end, with direct input

by different project staff. All staff with access to personal data will need to be checked to Enhanced Level with the Criminal Records Bureau.

Task: Identifying the target population

2.66 PTP can be delivered across a broad mix of population groups. However, from the case study evidence used to inform this guide, the following are generally seen as pre-requisites for a successful scheme, and hence assist in defining the fertile ground for PTP:

- local recognition of traffic problems;

- a discrete self-contained community, with appropriate local facilities;

- good sustainable transport networks, with excess capacity available;

- the introduction of recently improved public transport, walking and cycling facilities;

- supportive local authority and key partners, particularly the local bus operators.

2.67 Local authorities can also make use of socio-economic analysis to assist them with finding a promising area in which to launch a PTP project. They can make use of census data, together with social profiling tools such as ACORN and MOSAIC, to identify target areas for a PTP programme.

Hints and tips

High levels of environmental awareness among a community can indicate a potentially good area for PTP, as residents who already employ green lifestyle choices, such as recycling, may be particularly receptive to travel behaviour change.

Hints and tips

TfL uses Smart Lifestyle Maps supplied by their consultancy partner Steer Davies Gleave. The maps have been created using the results of a TfL survey showing which types of people in London had a propensity to change their travel behaviour, in conjunction with MOSAIC social profiling. Smart Lifestyle Maps segment the population into different types of social profiles with their associated lifestyle and travel behaviour characteristics, and enable TfL to identify areas where there are large numbers of people who appear open to change and so are likely to be fruitful prospects for a PTP project.

Information gathering and site visit

2.68   This should provide the opportunity to:

- meet with local officers and councillors who may be indirectly involved, to understand their attitudes and motivations, and to introduce them to the principles of PTP;

- understand the characteristics of the target area, including population characteristics (e.g. density, social structure and income levels) and local infrastructure, such as current and planned facilities for transport, and other facilities in the area, including shops, schools, libraries and entertainment. Effective use can be made of locally collected data, for example transport surveys undertaken recently within the target area;

- identify whether any maintenance or improvement works (including building works or planned road closures) are likely to take place in the area over the course of the project and could affect households' travel choices and experiences;

- identify whether anything is known about the attitude of the local media towards the project;

- review the availability of existing travel information materials and incentives of direct relevance to the project.

Hints and tips

When gathering information and undertaking initial site visits, it is useful to take note of strategic issues that are likely to affect the project programme, for example:

- the layout and density of streets;

- signs of household activity during the daytime period; and

- potential locations for a central field office.

Task: Contact strategy

2.69   The approach to delivering the PTP project (paras 2.8–2.10) will influence the contact strategy. For instance, an appointed consultancy partner is likely to have a preferred contact method. The advantages and disadvantages of the different approaches are set out in Table 2.4.

Table 2.4 Advantages and disadvantages of the different contact methods used in PTP projects		
Contact method	**Advantages**	**Disadvantages**
Postal	• Essential as a precursor either to telephone or door-to-door contact • Improves response rates by warming up participants to expect personal contact within a few days	• Unless delivered by hand, then a small risk exists that letters do not get delivered before first contact is made
Telephone	• High response rates due to ability to undertake greater number of attempts • Cheaper and quicker – more cost-effective	• Complete contact number details for target area households not available • Available numbers disproportionately exclude certain groups (younger residents) • Low (and declining) number of contactable households in some areas due to fewer landlines and no mobile telephone directories
Door-to-door	• All households potentially contactable • Very visible community initiative	• Expensive and time-consuming • Potential safety concerns for field staff
Combination of the above	• Maximises the value of telephone contact with thoroughness of door-to-door	• More expensive than telephone only contact

> ❝Between 2006 and 2009, some 40,000 households (75,000 residents) will be visited via a dedicated team of travel advisers who offer specialist advice and resources that could help residents save money, time and improve their health and make Brighton and Hove a nice place to live by reducing congestion and pollution.❞
>
> **Emma Friedlander, Brighton and Hove City Council**

Hints and tips

Try to create a contact strategy that is right for your area and recognises the positive and negative aspects of different approaches. For example, it may be more difficult to train and recruit people for door-to-door contact in certain areas (particularly if there is an actual or perceived fear of crime). You should only undertake door-to-door contact (Figure 2.14) in the target area once a pre-contact letter has been personally delivered beforehand. The letter should contain a freephone contact number enabling households to opt out of having their door knocked by a PTP field officer.

Figure 2.14 Interviewing a resident, Peterborough

Photo © J. Bewley, Sustrans/Socialdata

Hints and tips

When planning PTP projects, it is important to consider how you can maximise the participation of 'hard to reach' groups, such as some Black and Minority Ethnic (BME) communities in the area. If possible, the PTP team should include some team members from the BME community they are working in. Additional training for PTP staff should be developed to ensure that all of the field officers in the area understand differences in cultural behaviour, language and what constitutes polite behaviour in each culture. The materials developed for the project should be inclusive and representative of the whole community. Developing links with the BME community development team in the area may provide an opportunity to find useful links into existing networks, and should help to increase participation rates by BME residents and aid with recruitment of staff from the community.

45

Stage 2: Pre-intervention stage

Task: Gathering address/telephone details

3.1   Gathering household contact details required to populate the database and inform the contact stage of the project requires significant effort. Using different sources will help to produce a more accurate and complete list of contact details. A possible source of information for household addresses is the Small User Postcode Address File (PAF) (available commercially from the Royal Mail) which can be combined with lists of registered businesses to eliminate non-residential addresses. Note that the electoral register provides a list of adults (with their addresses) in the target area, but inclusion on the register is voluntary and large sections of the population are excluded. It can be of value, though, in supplying names of household members to link to addresses from the PAF. Telephone numbers of persons in the target area can be obtained from standard and commercial telephone directories, but again large sections of the population are excluded. Telephone numbers can also be linked to addresses from the PAF file. The Data Protection Act is applicable to all such data-gathering exercises.

3.2   Before address and telephone details are imported into the database, the database and data protection protocols need to have been agreed and approved by the project steering group. The database protocol will form a key component of your quality assurance process, by specifying the way in which data are to be stored and presented in each field and file, and how they are to be backed up so no data are lost or stolen. A database protocol will also be required for any travel survey database used in evaluation.

3.3   Once filed in the database (Figure 3.1), households should be allocated a unique household ID number. This will allow the data to be aggregated, analysed and interrogated without reference to an individual's name or home address, thus anonymising the published results of the PTP programme.

3.4   All information about each household in the target area can be retrieved and tracked via the database, for example details gathered by the field officer visit/telephone call, PTP information materials requested, whether the household pack has been delivered and any feedback received.

Figure 3.1 **Data input in the Smarter Travel Sutton office**

Photo courtesy of Smarter Travel Sutton

Task: Setting up a field office

3.5   A project field office provides the central hub of activity for a PTP project and ideally should be located within the target area. A central location will help the project to achieve efficient operational procedures at the contact and advice stage, for example reducing the time taken to distribute materials to participating households. A field office also provides a meeting place for all team members during the project.

3.6   Field offices do not have to be located in exclusive premises – dedicated rooms within a council office can suffice, provided they are accessible to the project team (including out-of-hours access) and secure. They should have enough space to accommodate the information materials, paper-based filing systems and the necessary IT equipment for data entry work.

3.7   There also needs to be a suitable ergonomically arranged worktop space for the team that collates the PTP materials into packs. In order to avoid packing errors and time-consuming mistakes, the field officers will need to be able to put their PTP information materials orders into a logical and disciplined system.

Hints and tips

You should consider arranging for PTP materials to be delivered to participating households by bicycle courier (Figure 3.2). This has worked well in several PTP programmes, attracting positive media coverage, while also providing an excellent example of the power of two wheels. It is perceived by local residents to be a good example of an organisation 'practising what it preaches'.

47

Figure 3.2 **Delivering information materials in Worcester**

Photo © J. Bewley Sustrans

Task: Setting up a call centre

3.8   Depending upon the contact strategy, there may be a need to set up a dedicated call centre to make telephone contacts and act as a central point of reference for the public. This should include a dedicated incoming freephone number publicised for project inquiries, in addition to several outgoing lines to facilitate multiple operator calls during each session. In the age of the mobile telephone, care needs to be taken to ensure (where possible) that a mobile call to the freephone is still free to the caller.

3.9   If phone contact is being used as the preferred contact method (rather than door-to-door), then telephone operators need to be fully trained and have access to project information materials to ensure they can answer questions over the phone. It can prove useful to establish a set of standard questions and answers so that call staff can readily respond to common queries.

> **Hints and tips**
>
> Socialdata has established a central call centre (Figure 3.3) in Bristol which deals with all of the company's UK projects. This offers economies of scale by allowing staff to be deployed over several different projects.

Figure 3.3 **Operations in the Socialdata call centre**

Photo © J. Bewley, Sustrans/Socialdata

Task: Staff recruitment

3.10 PTP projects usually result in a need for significant numbers of short-term staff. Consultancy partners may have already assembled a team of field officers, although in most cases these are likely to be location-specific and unlikely to be readily transferable to new geographic areas. Local authorities taking the lead in delivering their own PTP projects will need to advertise for field officers, along with other positions such as a team leader and data-inputting staff. Recruitment can take place through a number of media – community networks, local papers, shop windows, local venues and recruitment websites. Human resources staff should be consulted at an early stage to ensure the process is fair and equitable, and that appropriate terms and conditions are applied to each PTP staff member.

Hints and tips

In Brighton, the managerial and organisational role has been taken on by local authority officers, one of whom was recruited specifically for the PTP work. Interestingly, she came from a customer service background.

3.11 Field officers need to have friendly, courteous and engaging personalities with an interest in sustainable transport and a good conversational manner (Figure 3.4). Field officers with special skills, such as being able to service a bike on the spot, also tend to achieve higher participation rates and are therefore particularly valuable. Staff continuity is highly desirable.

Figure 3.4 **Field officer undertaking door-to-door visits, Brighton**

Photo courtesy of Brighton and Hove City Council

> ### Hints and tips
>
> 'Listening skills and the ability to converse with a wide variety of people.' The essential skills required by field officers for the Darlington Sustainable Travel Town PTP project

3.12   Average pay for field officers is typically £8 – £10 per hour (based on projects undertaken in 2007) and staff are usually required to work shifts, including evenings and Saturdays.

3.13   An example of a recruitment advertisement, job description and person specification is provided in the online resource library.

Task: Staff training

3.14   A basic training programme should cover at least the following components:

- welcome and team member introductions;

- comprehension of the PTP programme, especially the household contact element;

- familiarise field officers with the different types of paperwork;

- familiarise field officers with the PTP information materials;

- familiarise field advisors with characteristics of the area to enable them to have informed, personalised interactions with participants, over the telephone or on the doorstep;

- guidance on some of the complexities of changing travel behaviour;

- train field officers to learn how to respond to perceived barriers and challenging situations and emphasise the benefits of the project, stressing how best to develop their own style;

- role-playing exercises on how to deal with the range of different telephone or doorstep responses likely to be encountered, followed by mentoring during the early stages of fieldwork experience;

- site visit and practice door knocking sessions (Figure 3.5) (which could be timed to coincide with introductory letters being posted to households);

- quality assurance procedures;

- health and safety issues; and

- payroll and expenses.

> ### Hints and tips
>
> It is worth providing guidance notes and training for all staff, including those undertaking home visits, particularly bus drivers who may not be aware what to expect or how to respond to different situations. (Perth case study)

3.15   An example training programme is provided in the online resource library.

Figure 3.5 **Door-knocking in Darlington**

Photo courtesy of Darlington Borough Council

Task: Collation and storage of information materials, gifts and incentives

3.16   In most cases the local field office established specifically for the project is the appropriate location for materials to be stored and collated. Appropriate security, insurance and back-up facilities need to be applied to the storage location, as it will provide a vital link in the PTP project process.

3.17   Projects need to consider a logical way of collating and displaying the information materials to ease the task of compiling the information packs for the participating households quickly and accurately (Figure 3.6).

Figure 3.6 **Information materials in the Worcester field office**

Photo courtesy of J. Bewley/Sustrans

Stage 3: Contact and advice stage

Task: Area-wide publicity

4.1 An area-wide publicity campaign is required to support the PTP project and to reinforce the key messages about sustainable transport. This may comprise posters on bus shelters, billboards (Figures 4.1 and 4.2), radio advertisements and media interviews, all helping to raise awareness locally and likely to lead to a more receptive local community.

Figure 4.1 **Billboards in Brighton**

Photo courtesy of Brighton and Hove City Council

Figure 4.2 **Billboards in Brighton**

Photo courtesy of Brighton and Hove City Council

Community events

4.2   Community events (irrespective of whether they are transport related or not) are an excellent medium through which to support a PTP project. Stalls can be provided to promote the PTP project, raising awareness, and offering the opportunity for potential participants to engage directly with field officers, and complete service sheet requests for information and incentives.

Hints and tips

Field officers in Brighton work every other Saturday, during which time they are required to staff stalls at community events (rather than knock on doors). This is seen as a worthwhile use of time, as the stalls have attracted the general public's attention, potentially increasing contact and participation rates.

Hints and tips

In Brisbane, PTP cafés have been established to support the project, in essence providing a drop-in centre for travel advice. The cafés offer free tea, coffee and soft drinks and the opportunity to discuss travel issues with an advisor.

Task: Launch of the PTP project

4.3   A major launch of the PTP project (Figures 4.3 and 4.4) provides the opportunity to raise the profile of the project to the target community. Project leaders should invite TV stations, radio stations and members of the press to ensure as much coverage as possible. Extending an invitation to local councillors adds credibility and exposure to the event.

Figure 4.3 **A stall at the launch of the Local Motion campaign, Darlington**

Photo courtesy of Darlington Borough Council

Figure 4.4 **A Kylie Minogue lookalike launches the Local Motion campaign, Darlington**

Photo courtesy of Darlington Borough Council

4.4 The event should be exciting and enticing, and should not just be seen as a technical session, but an event that truly engages with the local community. It should seek to capture the imagination and encourage participation. Ideas that have proven successful elsewhere include:

- street parties;

- street theatre;

- cycling displays and shows; and

- fun days.

Hints and tips

It is always a good idea to provide some activity within the event that is attractive to young children, appealing to all members of a particular household or family.

Task: Introductory letter

4.5   Introductory letters are an effective way of communicating with the target audience, informing them about the project and making them aware that a field officer will be either knocking on their door or ringing them up in the next few days/weeks. Anecdotal evidence suggests that the introductory letter is most effective if signed by a senior elected member, for example the Mayor or the leader of the council.

4.6   The introductory letter should have a freephone number clearly marked for households to contact for general enquires or if they do not wish to participate. This should overcome issues surrounding the potential for PTP in 'no cold calling' zones (i.e. ensuring the PTP project is seen as offering free advice, and not selling goods, and for participants to have the opportunity prior to the first contact to opt out of the project). For PTP projects in 'no cold calling' zones, it is worth confirming the correct contact protocol with an appropriate local trading standards officer or someone responsible for the cold calling zone within the local authority.

Hints and tips

Field officers working in London prefer to deliver introductory letters themselves to houses they plan to visit over the following few days. This makes them feel more confident and assured when approaching the house to make contact, knowing that the household has definitely received the letter. It also gives the field officers a conversational starting point when the door opens.

4.7   An example of an introductory letter is provided in the online resource library.

Task: Contacting households

4.8   Direct contact with households is the most visible element of the PTP process. In broad terms, it comprises either door knocking or telephone contact. The household contact can be used as the opportunity to:

- encourage households to 'self request' PTP materials from a menu of possibilities; or

- engage with householders directly through a conversation to encourage and support sustainable travel behaviour, and to jointly agree which PTP materials are suitable for the household.

4.9   These subtle differences between projects delivered to date reflect variations in the approaches to encourage behavioural change used by different scheme promoters.

Provision of contact details to field officers

4.10   Efficiency in the use of contact details established during the planning stage is important. PTP demands rigour within the process to ensure that consistent messages are portrayed and households receive appropriate and timely contact. For large-scale projects, the PTP team will have the job of contacting several thousand households, each of whom may be contactable through different means (door knocking and/or telephone) and on several different occasions. Hence efficiency in the management of household details is essential, requiring a very systematic approach to the contact process. Data used throughout the PTP process should be managed through a database management system, which provides an essential resource to monitor the progress of the project and ensure consistency in how information is handled and used (paras 2.58–2.65).

When to contact

4.11   It is best to contact households as soon as possible after an introductory letter has been delivered, ideally between 24 and 48 hours afterwards. This short time lag helps to ensure that residents have heard about the project and that the details are still, hopefully, fresh in their minds.

> ### Hints and tips
>
> In Lancashire, the dedication of the fieldworkers is seen as being the 'strength of their game' and providing a positive front for the local authority.

4.12   It is also important that the project team is persistent in its pursuit of the initial contact (whether by door knocking or phone), in order to achieve good participation rates (inevitably, on the first attempt to make contact, households may not be available).

4.13   As a minimum, every household should receive at least three attempts at contact:

- one during the weekday daytime period;

- one during the weekday evening period; and, if contact has still not been made,

- one during the weekend period.

4.14   Where the contact is by telephone, it may be possible to increase the number of attempts made to contact, as fewer resources are required for each attempt (a telephone call rather than personal visit to the household).

4.15   If field officers are unable to make contact with a household then, as a last resort, a 'We missed you' letter or calling card should be hand-delivered to the household, inviting them to participate and providing project contact details. This can be accompanied by a service sheet so the household can pick and choose the PTP information they require and send it back to the project office via a pre-paid envelope.

How to contact

4.16   Whether door knocking or telephone calling, field officers should introduce themselves as representing the PTP project. Field officers engaging with households on the doorstep should carry photo ID cards that clearly identify them and the project they are representing, including a contact telephone number. The organisation they say they are representing is also very important, and should be determined locally based upon attitudes and perceptions towards the commissioning authority. For example, a field officer saying that she represents the local authority may be met with a prejudiced opinion. For this reason field officers in London introduce themselves as representing Smarter Travel Sutton, rather than the Borough of Sutton or TfL.

> **"***Reciprocity was a key part of how our travel advisor closed the conversations, as we were keen to ensure households agreed to some type of action. For example, they stated 'I'm going to send you x, y and z, and you're going to look at the resources and see if you can try this or that...' Our challenges ensured a firmer commitment, as they challenged householders to increase their sustainable travel throughout the course of the week with pedometers, cycling snap bands etc. used as an incentive, with further prize opportunities for those completing the challenge. The Local Motion Club membership ensured further commitment to the project with continued communication through regular newsletters, competitions and events.***"** **Kate Hughes, Steer Davies Gleave on behalf of Darlington's Local Motion project**

4.17   The introductory letter is a good conversation starter. Field officers should inform residents that they are offering a free travel advice service. The discussion that ensues will depend upon whether the project is seeking households to self complete a request sheet, or whether it is the role of the field officers to encourage a request for PTP materials.

> ### Hints and tips
>
> Simple, even obvious: field officers should always travel by sustainable modes, practising what they preach!

> ### Hints and tips
>
> Field officers in London are taught to look for clues when talking to people on their doorstep, for example a child's bike in the hallway, and then engage in dialogue that brings this into the conversation.

4.18   Field officers tend to develop their own conversational style and ways of encouraging individuals to participate. However, they should always remain sensitive to individuals and be mindful of any issues such as mobility impairments. Some field officers have also developed skills to sympathetically challenge individuals who express no interest in the project, asking them why they are not interested. This can produce a valuable set of qualitative data that may be able to feed into further projects, as part of the adaptive learning process.

4.19   Another tactic employed by field officers is to carry or wear some of the incentives on offer, so households can see what they will be getting if they participate (for example, field officers that travel around by bike should wear the snap bands, and have suitable incentives to offer as instant rewards if appropriate).

> ### Hints and tips
>
> Field officers have reported that people often complain about things happening in their area, such as rubbish being dumped, overgrown trees and so on. Smarter Travel Sutton field officers carry a card that lists a number of relevant council department telephone numbers for common complaints. They are able to hand over these numbers to residents and therefore appear helpful. This interaction can stimulate a successful conversation, potentially resulting in an individual's participation in the PTP project.

4.20   It is also important for the field officers to discuss the broader household requirements, ensuring that materials appropriate to all household members are requested, thus ensuring that messages, information and motivation are distilled by the primary contact to other household members.

4.21   The provision of a uniform for the field officers inspires team spirit, helps to increase visibility of the project and also provides field officers with a degree of credibility. Public recognition of the field officers, coupled with a pleasant doorstep experience, reflects well on the local authority.

Door knocking vs telephone contact

4.22   There is limited evidence available relating to door knocking vs telephone contact. It tends to suggest that contact rates by telephone are higher. In Bristol, for example, evidence suggests that' for telephone contact (of which multiple attempts were made to each household)' the contact rate was in the order of 90%, whereas for door knocking (where five attempts were made at each household), the contact rate was 65%. Similarly, in the Gloucester PTP project reports, one of the reasons (among others) for the difference in total cost between the two project areas targeted was the 'higher proportion of initial contact made door-to-door'.

4.23   For PTP projects where the primary contact is by telephone, it is important to use the conversation to engage with the household, in essence encouraging them to participate and to complete the service

sheet (the request mechanism for project materials) during the telephone conversation. However, time pressures on households can sometimes make this difficult and, if an alternative call back time is not welcomed, then the field officers should always try to encourage the manual completion of the service sheet, to be mailed back to the project office at a later stage.

Safety

4.24   Field officers that are contacting households via door knocking use a number of procedures that help to improve their safety while also increasing their visibility. Field officers should stay close together, working in neighbouring roads and streets, and should be able to contact each other by mobile phone. Regular 'meet ups' during the day or evening are also important to discuss any recent issues or worries, re-charge batteries and get something to drink and eat.

Completed service sheets

4.25   Completed service sheets containing household details and information requests need to be processed and actioned as quickly as possible. A fast turnaround from the point of request to the point of delivery is desirable to maintain momentum with participants.

4.26   Household details and information requests should be input into the project database after each day's activity. Lists of materials for each household can then be printed off and the collation of household packs can progress. Projects differ on how this is achieved, although all typically use a database management system to record and process requests for each household. This has several advantages. It:

- enables a record of the project to be maintained;

- provides rigour in the way data are managed, accessed and stored;

- enables the processing of service sheets to be undertaken remotely from the activities of the field office;

- enables database procedures to be used to automate the production of household information requests, which can then be directly delivered to the packing staff within the field office; and

- allows the stock levels of each PTP item to be monitored so that the project never runs out of anything.

4.27   It is also worth considering how the quality management procedures for the project will be delivered – for example, the use of 'random checks' among the field officers to ensure they are carrying out project procedures to the required standard.

Task: Segmentation

4.28 Segmentation refers to the placing of people into different groups depending upon some form of common attribute and is generally allocated during the initial contact stage (an example of one approach to segmentation is shown in Figure 4.5). Distinguishing factors typically include:

- whether an individual would like to participate;

- their current travel behaviour;

- their willingness to change their travel behaviour (and potentially the motivational factors to achieve a change);

- whether they require information materials; and

- whether they fulfil the requirements to qualify for a gift and/or incentive.

4.29 The segmentation process helps to ensure that resources are targeted most effectively and can also be used to identify which participants should receive rewards and gifts.

Figure 4.5 **TravelSmart®/IndiMark process**
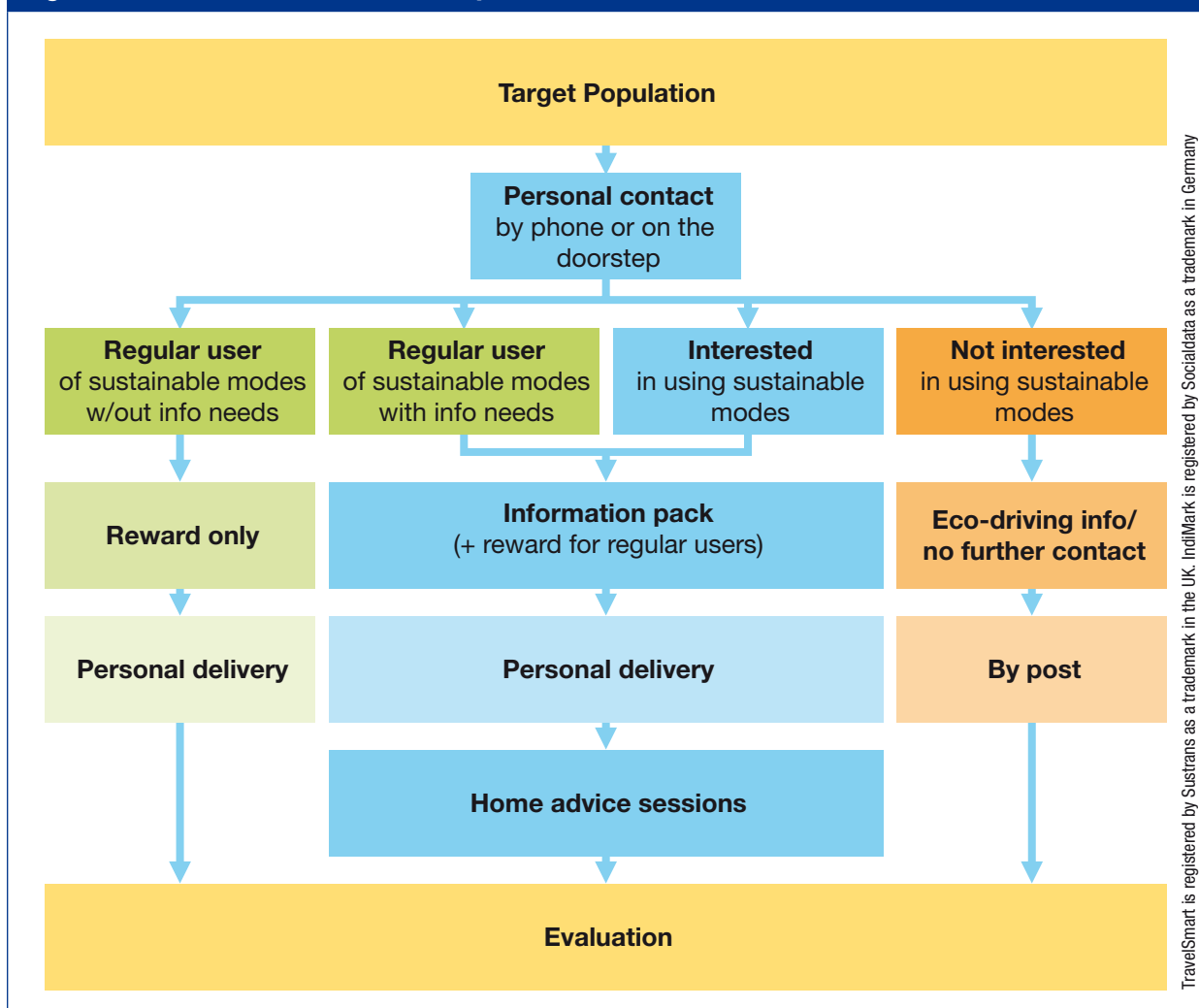
Task: Replenishment of paperwork

4.30   Field officers that contact residents using the door knocking method often carry and complete a large amount of paperwork during the course of the day's activities. The opportunity for a fellow colleague to relieve the field officers of completed service sheets is a useful way to make the field officer's job easier and also returns the completed sheets to the office more quickly, where they can be processed.

4.31   Regardless of the process adopted, it is vital that the 'back office' keeps up with the field officers and does not get behind, whether this is data inputting or sending out PTP materials. Team leaders need to prevent bottlenecks from appearing in the system, by careful supervision and planning ahead.

Task: Team meetings

4.32   Team meetings during the contact stage are an important part of the PTP process. They motivate the field officers and field staff, while maintaining momentum within the PTP programme. They make sure that any local issues arising can be quickly fed back to the wider project team.

Hints and tips

Field offices (and the call centre) for all Sustrans/Socialdata led projects record and publish a 'quote of the day'. These are posted on the walls of the offices and are relayed to the client, and serve as a strong motivational tool for the project team.

4.33   Refresher training courses and motivational sessions are also a good idea, allowing the field officers to swap hints and tips for engaging with the residents.

"Regular team meetings with our travel advisors and performance feedback ensure that the project harnesses a unique energy and skill set which contributes to a high level of motivation and commitment. At the doorstep, we want every customer to feel special about themselves when receiving targeted bespoke information and incentives. It is clear that our travel advisors are passionate about the project and we are proud of them for that." **Jennifer Kidson, Brighton and Hove City Council**

Task: Collation and delivery of project materials

4.34   PTP advice typically comprises an information pack (sometimes including incentives), containing requested information materials, delivered to the household. The collation of information packs for households can be completed in an efficient manner when the information materials are

stored and displayed logically. The main delivery pack should be addressed to a named person living at the household to add a further element of personalisation.

4.35   Scheduling of the delivery of information packs needs to be managed as the packs are produced, for example working through a neighbourhood in a logical sequence of streets and house numbers. Ideally information packs should be issued to households within five days of the receipt of a completed service sheet, again to maintain the momentum of the contact. Information packs should be personally delivered either on foot, or by using a bike courier. The use of a bike courier is a particularly appropriate way of promoting the use of sustainable modes and adds credibility and visibility to the project; it also allows for personal delivery of a pack straight into the hands of a household member and potentially gives a field officer the opportunity to discuss issues with a household as they open their pack.

4.36   Those tasked with delivering the information should wear a common and highly visible identity, carrying the branding of the overall programme. They should also carry an appropriate photo ID card.

Hints and tips

TfL has trialled both internal and outsourced collation of project material, with the most recent projects being undertaken in house (Figure 4.6). This is considered (by TfL) as a more sustainable and reliable way of carrying out the task.

Figure 4.6 **Collating information materials, London**

Photo courtesy of Smarter Travel Sutton

Task: Further services

4.37 Further services can play an important part in the PTP process and can take many forms, including:

- home visits by field officers to discuss a particular mode of transport;

- intensive 'group activity' (for example, committed cyclists) who are party to enhanced incentives and support; and

- travel clubs, loyalty cards and pledges.

Hints and tips

Projects involving Sustrans/Socialdata offer home visits to households with a particular interest in walking, cycling or public transport. Interestingly, Sustrans/Socialdata projects only distribute trial-based incentives, such as the one-month public transport test ticket offered in Worcester, at the home visit stage. Issuing incentives at this stage ensures that the household in question is serious about changing their travel behaviour and targets resources effectively. The number of home visits tends to be low (approximately 1% of targeted households ask for a home visit), therefore fewer people receive the incentives. However, where home visits are conducted, they are generally very well received.

Hints and tips

Darlington Borough Council has launched the Local Motion Club. It enables contact to be maintained with participating individuals, advising them of relevant changes and improvements in sustainable travel infrastructure and services, as well as relevant initiatives they might like to get involved in, and rewarding them for their continued support with discounts and gifts. Each issue of the Club's newsletter also features an inspirational story about Darlington residents who have adopted healthy and more sustainable travel patterns. An example is the 10,000 steps challenge with a free T-shirt, pedometer and record card for the first 300 people to register. Four thousand people are currently registered. A similar pledge card is offered in Peterborough, using the Good Going brand (originally developed by TfL) to encourage a sustainable transport lifestyle, to which 1,500 households have subscribed.

> **"**Each year around 100 participants received a tailored package of information and incentives in the form of whatever is needed to encourage them to start cycling for the first time – anything from a new bike, cycle training, helmets and locks. The impact of the project is amazing: one gentleman recently lost a lot of weight through regular cycling, some several stone or thereabouts.**"**
> **Alison Baldasare, Brighton and Hove City Council**

4.38   An interesting approach has been the use of bus drivers to conduct public-transport-oriented home visits (for example, as employed in Worcester). Bus drivers are well placed to deal with a whole range of questions that households may have about public transport and are considered (by project promoters to date) to be more likely to be trusted and viewed as a credible source due to their experience in the industry. It should be noted that the use of bus drivers presents operational challenges and requires a particularly good relationship with the local bus operator – in some cases the operators have offered 'retired drivers' due to operational demands of maintaining bus services in the local area.

4.39   In Perth (Australia) the PTP project has assembled a bus driver guidance note for undertaking such visits (a modified version is available for download via the online resource library).

Task: Feedback and maintaining momentum

4.40   Of course, after a PTP programme has been completed, there is likely to be an on-going requirement to continue (at a reduced scale) some form of PTP activity. The UK evidence suggests that the behavioural change achieved by PTP is sustained over a period of at least 9 months, but practitioners generally agree that having some form of follow-on programme will bring long-term sustained benefits.

4.41   On-going tasks are likely to include:

- maintenance and update of the website;

- updates to project materials, and re-issue to those registered through any pledge card or project group;

- project newsletter to update participants of successes;

- consideration of targeted PTP aimed at new movers or specific community groups; and

- attendance at community events.

4.42   Targeting PTP at new movers is considered to be particularly powerful (i.e. when people are reconsidering their travel options). As such, PTP resources could be offered when they register with their local authority for council tax, the electoral register, and for the various services the council provides. Elements of the PTP process could also be embedded within

local searches that form a component of the new Home Information Packs – this may provide a useful long-term opportunity to engage people in PTP.

Hints and tips

The concept of the transport (or travel) café was developed by Brisbane City Council as a possible alternative delivery mechanism to the traditional form of PTP, in that instead of bringing information directly into households (via telephone and mail), a central point of contact was selected where households regularly come (i.e. a shopping centre). At this delivery point, a compressed version of the PTP dialogue was undertaken, in conjunction with the distribution of relevant brochures, timetables, maps etc. Bus drivers were also on hand to answer residents' questions regarding public transport use. The transport cafés were much cheaper to deliver than conventional PTP, had a very high recognition factor with the public, and were highly regarded by the public (and thus did much to boost the council's image). They were particularly popular with people who just wanted general information on walking, cycling and public transport (i.e. not a detailed conversation about personal journey planning). Such an approach could form a useful addition to post-PTP project activities.

Stage 4: Project evaluation

5.1   The evaluation of a PTP project involves the systematic investigation of its effectiveness and impacts. Project evaluation plays an important role in assessing the success of PTP projects and learning what improvements can be made for future projects. Guidance is provided in this section on how to develop an evaluation plan and conduct an evaluation. A minimum requirement for evaluating a PTP project is suggested, as well as details on how to conduct more comprehensive evaluations.

Task: Evaluation plan

5.2   An evaluation plan is prepared by considering:

- the purpose of the evaluation;
- the questions it seeks to address;
- the robustness of findings required;
- the evaluation design;
- the information that is needed; and
- the methods to collect this information.

5.3   The funding available for the evaluation component of the project will strongly influence all aspects of the evaluation plan.

Purpose of the evaluation

5.4   From the outset of the project, it is important to be clear on the purpose of the evaluation, as this will have a direct bearing on decisions for other aspects of the evaluation plan.

5.5   Table 5.1 briefly contrasts two different types of evaluation which address different purposes.

Table 5.1 **Two different types of evaluation**		
Evaluation type	**Description**	**Purpose of evaluation**
Impact (or summative)	Examines the effects (outcomes and/or outputs) of a project	• To find out if project objectives have been met • To assess the outcomes of a project • To assess the value for money of a project
Process (or formative)	Examines what happens during the project	• To find out how project is operating • To understand why the project worked or did not work • To improve the design of future projects

5.6   Impact evaluation is concerned with the inputs (resources used) of a project and the outputs (tangible effects) and outcomes (final impacts) of a project, while process evaluation is concerned with the implementation process of a project. Process evaluation is often used to give a better understanding of evaluation of outcomes (how and why certain outcomes were achieved), but can also be of value in its own right in indicating the experiences and interactions that took place.

Questions evaluation seeks to address

5.7   After considering the purpose of an evaluation, the next step is to clarify the research questions that are to be answered. Reference should be made to the objectives of the PTP project (possible objectives are considered in paras 2.3 and 2.4). Examples of research questions are:

- What impact has there been on car travel in project area?
  (an outcome question)

- Has congestion been alleviated on a main arterial route?
  (an outcome question)

- What materials were produced as part of the project?
  (an output question)

- Did a high proportion of households request materials or advice?
  (an output process question)

- To what extent did other policy sectors engage in the project?
  (a process question)

5.8   These questions shape the evaluation and should relate to the needs of all of the stakeholders associated with the project. They will direct the type of information to be collected.

Conducting robust evaluations

5.9   In any evaluation it is important that robust results are obtained, and that the evaluation is designed to provide information which is fit for purpose and meets specific evidence needs. It is firstly important that evaluators are independent of the PTP project delivery team, to avoid the risk of results being biased towards a particular outcome. *Validity*, *generalisability* and *credibility* are important criteria for achieving robust results. To achieve *validity,* attention needs to be paid to the following issues in the design of an evaluation:

- *Reliability* – ensuring that result would be repeatable if conducted again in similar circumstances (e.g. threatened by the use of a small sample in a survey).

- *Construct (or face) validity* – ensuring that measurements are assessing what they are intended to measure (e.g. threatened by ambiguous phrasing of questions in a survey).

- *Internal validity* – ensuring that the intervention actually causes the impact (e.g. threatened by ignoring external factors).

69

- *Conceptual validity* – ensuring that theoretical explanation for impact is supported by the data (e.g. threatened by evaluation not examining what has caused behaviour to change).

5.10   Often it is wished to judge whether results would apply to other contexts, situations or times. This requires results to be *generalisable* (or to have *external validity)*. This can be threatened, for example, by the context of a project not being well understood. It is also important that evaluations have *credibility*. This requires an evaluation to be reported with sufficient detail on the methods and analysis used, and that these are appropriate to the evaluation objectives and context.

5.11   A particular issue with the outcomes of PTP projects is their *longevity*. Impacts may decline (or increase) over time after the project has been completed, and recognition needs to be given to this issue in reporting results. A final consideration in evaluation is *consistency* of design with other evaluations. Adopting a design consistent with other evaluations allows comparison and synthesis of results, but it can restrict new insights being gained.

Hints and tips

An important part of project impact evaluations is to estimate what would have happened without the project – the *counterfactual*. There may be background trends and external factors that influence the indicators being measured, and it is important to account for these. The impact of a project should be assessed in comparison to the counterfactual, rather than with comparison to the situation prior to the project (although impacts with respect to both of these should be reported). The counterfactual can be estimated by obtaining equivalent information to that obtained in the project area for a comparison area. A comparison area should be similar in characteristics to the project area and be subject to the same background trends and external factors.
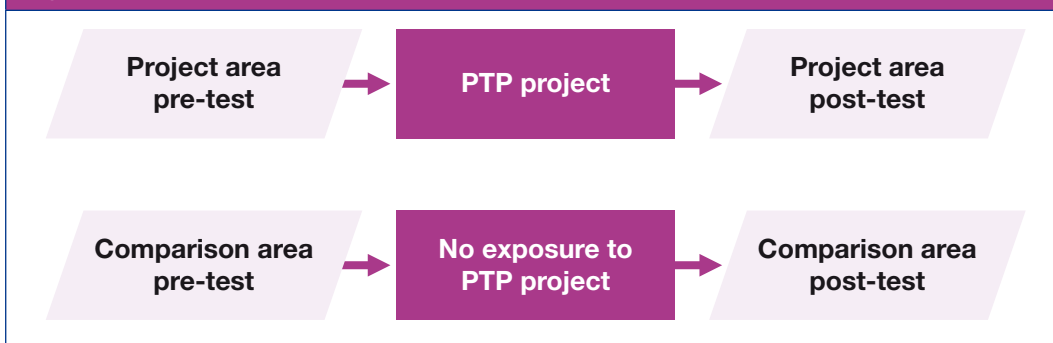
Recognition should be also given to other effects occurring than those intended from a PTP project – *unintended consequences*. These could include positive consequences such as increased viability of local services due to a greater number of local trips, or negative consequences such as more car travel by people living outside project area due to eased conditions for car travel resulting from residents of the project area using their cars less.

Evaluation design

5.12   Of chief interest in any PTP project evaluation will be the travel outcomes arising in the project area. In order to isolate the impact of the PTP project from other influences, it is important to estimate the counterfactual by measuring any change in travel outcomes for a comparison area as well as the project area. This involves what is known as a *quasi-experimental* research method. In a quasi-experimental research method the case (i.e.

project area) and control (i.e. comparison area) groups have not been chosen at random, as they would have been in an *experimental* research method (in the case of PTP projects the case has usually been selected on the basis of certain characteristics it holds). A specific data collection design in this circumstance is illustrated in Figure 5.1.

Figure 5.1 **Specific data collection design**

| Project area pre-test | → | PTP project | → | Project area post-test |
| Comparison area pre-test | → | No exposure to PTP project | → | Comparison area post-test |

5.13   In the data collection design shown above, *pre-test* ('before') and *post-test* ('after') data are obtained at the same points in time for the project area and the comparison area. This is referred to as *Pre – and Post-test Project and Comparison group (PPC) design*. The data obtained relate to outcomes of interest in the project and are the same for each area. The data collected could be primary data (data especially collected for the project) or secondary data (data available from other sources). They could be obtained from travel surveys, bus ticketing data or traffic counts, for example. The differences in outcomes between pre-test and post-test occasions for the project area and for the comparison area are used to estimate the effect of the project.

5.14   If a travel survey is used to collect data, then independent samples can be used in the pre-test and post-test surveys (PPC non-panel design), or paired (panel) samples can be used (PPC panel design). There are advantages and disadvantages of each of these designs, which are discussed in Table 5.4.

5.15   The PPC design assumes the same data are collected for project area and comparison area. An alternative design involves collecting pre-test and post-test data only for the project area and 'correcting' the pre-test measurement using other information (e.g. time trend data for comparison area). This could reduce evaluation resource requirements substantially, but requires the other information to be valid and reliable for the purpose it is applied.

Information that is needed

5.16   Having clarified the research questions and considered principles of evaluation design, the specific information required for the evaluation should be identified. At this stage, consideration will need to be given as to whether it will be possible to answer all of the research questions (for

example, Can appropriate information be identified? Will information obtained be robust enough? and Are there sufficient resources and expertise to collect and analyse the information?).

5.17   Information requirements are typically expressed as performance indicators. Performance indicators fall into three categories:

- output indicators – tangible effects that are funded and produced directly as a result of the project;

- outcome indicators – final impacts (such as travel, socio-economic or environmental effects) brought about by the project in the short, medium and long term; and

- process indicators – qualitative assessments of how and why activities took place in project implementation process.

5.18   Typical output and outcome performance indicators that could be used in a PTP evaluation include those shown in Table 5.2.

Table 5.2 **Typical output and outcome performance indicators**	
Output performance indicators	**Outcome performance indicators**
- Targeted households approached - Contacted households (number and percentage of targeted households) - Participating households (number and percentage of contacted households) - Requests for information (number and percentage of participating households) - Average number of days from request of information to delivery - Participating household satisfaction - Additional household visits - Satisfaction of additional household visits	- Change in trip modal split (walk, cycle, bus, train, car driver, car passenger) - Change in travel distance modal split (walk, cycle, bus, train, car driver, car passenger) - Change in private car vehicle kilometres travelled - Change in time spent travelling using physically active modes (walking and cycling) - Change in number of trips within local area - Change in carbon emissions - Change in bus boardings - Change in on-street traffic levels (private vehicles) - Change in congestion along major arterial roads

5.19   The performance indicators need to be defined precisely in terms of the geographical area and population group to which they apply. If a comparison area is being used to estimate the counterfactual in a project impact evaluation, then performance indicators need to be obtained for both the comparison area and project area. In both impact and process

evaluations, it can be valuable to collect information on factors that influence the events and effects that occur. This helps to understand the nature of the effects (e.g. whether they occurred for all members of the project area population or only a sub-set) and gives an indication whether outcomes can be attributed to the project or other events.

Learning from past experience

There is a growing evidence base on the effectiveness of PTP projects (internationally and in the UK), which is reviewed in the *Making PTP Work: Research Report* (Chapters 5 and 9), and the *Better Use Schemes Evidence Base Review*.[3] This found that evaluations of PTP have mostly focused on assessing project delivery outputs (through examination of project databases) and individual-level travel behaviour outcomes (through household self-report travel surveys).

The evaluation of project delivery outputs requires minimal additional resources, as the information collected is also used as part of the project implementation process (i.e. a carefully managed project database is an important part of the project implementation process). The evaluation of individual-level travel behaviour outcomes, though, requires substantial additional resources for conducting travel surveys (especially where surveys are required in comparison area as well as project area). Large sample sizes and high survey response rates are required to produce reliable and valid results. This has not always been achieved in past evaluations.

It will be informative for the practice of PTP if there is opportunity in future to undertake comprehensive evaluations,[4] involving measurement of a range of performance indicators and factors, so that a breadth and depth of insights can be gained on PTP effectiveness. These might involve assessment of project delivery outputs, overall transport and travel outcomes, individual-level travel behaviour outcomes, the factors influencing travel behaviour outcomes and the effectiveness of project management. To conduct such evaluations will, however, place a significant financial burden on any one particular project and hence is unlikely to be appropriate for all future projects.

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3 Forthcoming publication on the DfT website.
4 DfT is developing an evaluation framework for comprehensive impact evaluations of PTP and other 'Better Use' sustainable travel measures, with the intention of conducting case-study evaluations to help strengthen the evidence base.

Task: Data collection methods

5.20   The main data collection methods applicable to PTP projects (but not restricted to) are:

- secondary travel/traffic data (for example, bus ticket data or vehicle counts);

- self-report travel surveys (for example, travel diaries);

- qualitative travel behaviour research (for example, depth interviews or focus groups);

- customer feedback (for example, call centre or field officer reporting);

- project database analysis (for example, number of information materials distributed);

- interviews and documentary analysis to understand project implementation (for example, interviews with stakeholders).

Secondary travel/traffic data

5.21   This type of data (for example, vehicle and pedestrian counts, public transport ticketing data, separate local authority travel surveys) can be used to obtain information on overall transport and travel outcomes both in project areas and comparison areas. They can also be used to corroborate findings from household travel surveys. The challenge is to identify secondary data that are available for locations that match well the geographic locations of the project area and comparison area. The locations need to be assessed carefully to check that they have not been influenced by other factors (for example new development, roadworks, changes to car parking, etc.).

5.22   Secondary travel/traffic data may be available for a period of time before the project, so that assessment of the impact of PTP can be made in the context of a longer-term trend. It is therefore important to start collecting and storing secondary data (and obtaining the agreement to access such data from third party providers) well before the PTP project commences, so that any trends in the data can be established. Secondary data may also be in the form of continuously collected data over time (in the case of automatic traffic counts, for example), which enables outcomes to be monitored during and after the project and enables longevity of outcomes to be assessed. Secondary travel data have the greatest potential to be of value for large-scale PTP projects, where the impacts are most likely to be noticeable across a wide geographic area.

Self-report travel survey

5.23   For obtaining individual-level travel behaviour outcomes, a self-report travel survey will be required. The results of self-report travel surveys can be corroborated by secondary travel/traffic data. As well as collecting information on individual-level travel behaviour outcomes, it may also be wished to examine factors that *influence* the individual-level outcomes. A self-report travel survey can be designed to collect information on possible factors; these may include personal and household

characteristics (e.g. presence of children), extent of participation in PTP project (e.g. requesting of information) and psychological factors (e.g. attitude towards transport modes). However, it is important not to over-burden respondents to surveys by asking for too much information and not to include questions that influence the self-reported travel behaviour responses (e.g. asking about attitudes towards transport modes may potentially influence reported use of these modes). Collecting information on both travel outcomes and factors within the same survey enables statistical relationships to be explored between outcomes and factors.

5.24 More detailed guidance on self-report travel surveys and how they can be used to evaluate PTP projects is presented in paras 5.31–5.36.

Qualitative travel behaviour research

5.25 An alternative approach to examine travel behaviour factors is to conduct in-depth, qualitative travel behaviour research using depth interviews or focus groups, for example. This approach has the advantage that it does not pre-determine the factors that influence behaviour and allows for these to emerge freely during discussion. By selecting a range of participants (in terms of demographics, travel needs, etc.) in the research it can be sought to explore variation in responses made to PTP among the project area population, but it will not be possible to make statistical generalisations for the project area population. Comments volunteered by participants as part of customer feedback can also provide insights on how PTP influences travel behaviour, but risk being selective and unrepresentative of the project area population and therefore need to be treated appropriately (e.g. reported with caveats). However, this type of information can be useful in triangulating data from other sources.

Customer feedback surveys

5.26 The satisfaction with the project of those targeted is an important consideration for process and impact evaluations. Customer feedback surveys can be used to formally examine this, while informal feedback from participants can also yield information on this. Again, this type of information risks being unrepresentative of the project area population and should be treated accordingly. Customer feedback surveys are typically undertaken through freepost mail-back questionnaires to participants and generally seek simple information, such as:

- What information was requested?

- How useful was the information?

- How has behaviour changed as a result (frequency of trips by mode)?

- Any other comments.

Project database

5.27 The delivery outputs of the project will be able to be examined using the project database (which records information on households contacted, requests for information etc.).

Interviews with those involved in process and documentation analysis

5.28 The effectiveness of the overall project management process (or particular parts of it) can be examined through commissioning an independently conducted process evaluation, involving interviews with those involved in process and documentation analysis as main elements of the research. More detailed guidance on conducting process evaluation is given in Section 5 of *The Evaluation of Major Local Authority Transport Projects: A Guide for DfT*. This is available at www.dft.gov.uk/pgr/evaluation/evaluationguidance.

5.29 Table 5.3 summarises how the different data collection methods relate to the different information requirements.

Table 5.3 **Relationship of the data collection methods to the different information requirements**						
Data collection method Information requirement	Secondary travel/traffic data	Self-report travel survey	Qualitative travel behaviour research	Customer feedback	Project database	Interviews and documentary analysis
Overall transport and travel outcomes	✓	✓ Can be inferred				
Individual travel behaviour outcomes	✓ Can help	✓	✓ But not representative results			
Travel behaviour factors		✓ If relevant questions included	✓	✓ Can provide selective insights		
Project participants satisfaction				✓		
Project delivery outputs					✓	
Project management effectiveness						✓

Recommendations

5.30   It is recommended that the minimum requirement for any PTP project evaluation is to use the project database to assess project delivery outputs, analyse appropriate secondary travel/traffic data to assess overall transport and travel outcomes, and undertake either qualitative travel behaviour research and/or customer feedback. If sufficient resources are available, then additional data can be collected to conduct a more comprehensive evaluation. Self-report travel surveys, qualitative travel behaviour research and interviews and documentary analysis require specialist, independent organisations to be commissioned and are likely to require substantial resources to be available for evaluation.

Hints and tips

In Brighton, an independent social researcher was commissioned to conduct in-depth interviews with 25 project participants, exploring their perceptions of the project, the type of travel behaviour they changed and the factors inhibiting and motivating change. A purposive sample was selected which over represented participants that had changed their behaviour. It was found that travel advisors were perceived as friendly and helpful, changes to travel behaviour were often facilitated by other changes in people's lives, and local travel was more often changed than longer-distance travel. Even where no change in behaviour occurred, there was found to be increased deliberation and pre-disposition to change behaviour. This was carried out in addition to self report travel surveys.

Task: Self-report travel surveys

5.31   The benefits from PTP projects arise from changes in travel behaviour and resulting impacts (on congestion, etc.), therefore a key part of the evaluation of PTP projects is a systematic investigation of travel behaviour changes. This can be measured through aggregate level monitoring of travel and traffic, but there can be difficulties in relating changes in aggregate travel and traffic to a PTP project. Household travel surveys are the most appropriate means of collecting data on the individual-level travel behaviour impacts of PTP, since they allow measurement to be focused on the specific population of interest. The employment of travel diaries within these surveys enables trip-making activity to be measured for the project area population.

5.32   Guidance follows on the method of approach for using household travel surveys as part of a PTP evaluation process. Relevant background for this guidance can be found in *Making PTP Work: Research Report* (Chapter 9). It is also recommended that those commissioning household travel surveys refer to the Department for Transport's Local Travel Survey toolkit (in particular Toolkit Component B – LTS Guidance) for detailed technical guidance. This is available at www.natcen.ac.uk/lts/.

Initial decisions

- **Who should conduct the survey?** As previously identified, it is important that the organisation conducting the survey is independent of the PTP project delivery team. This avoids the risk that the survey organisation unconsciously influences responses towards that which they expect, as well as avoiding the risk that the respondents seek to co-operate in the survey to receive a positive evaluation from the project team.

- **Who should be surveyed?** Surveys should usually be conducted of two different populations. First, the population of the project area should be surveyed. This should include a sample of all households that are targeted in the PTP project, including those that do not subsequently participate. Second, a sample of the population of a comparison area should be surveyed to enable impact of PTP to be isolated from background trends and external factors. The comparison area should be similar in characteristics to the project area (demographics, socio-economics, public transport provision, etc.) and subject to the same background trends (e.g. population increase) and external factors (e.g. bus service changes). It may be possible to avoid travel surveys of a comparison area if other valid data are available to correct for background trends and external factors, e.g. time trend data for comparison area. Survey sampling is discussed in the next section.

- **What is to be measured in survey?** The objective is to obtain as complete as possible information on the trip-making of households. The focus of attention is households rather than individuals, for two reasons. First, PTP is delivered on a household basis and, second, travel behaviour of household members is interdependent, and it is important therefore to measure overall household travel. Household members should be asked to report details of all trips they make during a specified period. This will enable assessment of various travel behaviour outcomes (e.g. car vehicle kilometres travelled, time spent travelling using physically active modes).

- **When should surveys be carried out?** Before and after surveys will be required to measure changes in travel behaviour resulting from PTP. It is preferable that before and after surveys are conducted at similar times of year to minimise seasonal effects, and hence they will typically be undertaken 12 months apart during a suitable neutral month. For example, a PTP project that takes three months to complete would undertake the before survey three months prior to the start of the PTP project, and the after survey would be conducted six months after the completion of the project. To assess the longevity of PTP impacts, a second after survey could be conducted 12 months after the first after survey.

- **Should the same respondents be surveyed in before and after survey?** There are advantages and disadvantages of both: paired samples (involving the same respondents in the before and after

survey, also commonly known as a panel survey) and independent samples (where independent sample of respondents are drawn from sampling frame on each occasion). Table 5.4 summarises strengths and weaknesses of the two approaches.

Table 5.4 **Strengths and weaknesses of paired versus independent samples**		
	Strengths	**Weaknesses**
Paired samples	• A decreased sample size is required to obtain results of a desired precision for outcomes (e.g. estimated change in car mileage within a desired confidence interval) • The nature of behavioural change can be investigated at the level of individuals (or households)	• Survey drop-out can bias sample and needs to be taken into account in statistical analysis • Participation in before survey risks influencing response to after survey • Estimation is required of both the before survey non-response rate and drop-out rate in after survey in determining the size of the initial survey sample
Independent samples	• No need to take into account survey drop-out in calculating sample sizes (survey non-response still needs to be taken into account) • Lessens risk of participation in before survey influencing survey responses (cannot remove this risk, as some participants may be selected for both surveys)	• Requires increased sample sizes in before and after survey to achieve the same precision for outcomes (typically between two to four times larger) • Extra costs associated with larger sample sizes in both before and after surveys

79

> ### Choosing between independent samples and paired samples
>
> If interest lies in investigating individual-level change in behaviour between surveys, then a panel survey is required. With paired samples the analytical capability is required to weight sample responses to take into account survey drop-out (with both paired samples and independent samples the capability is required to weight sample responses to take into account survey non-response).
>
> If there is less interest in investigating individual-level change in behaviour between surveys and concern that participation in before survey could influence responses to PTP (and to after survey), then independent samples are required. This requires sufficient resources to obtain larger sample sizes. It has been shown that sample sizes need to be two to four times larger for independent samples compared to paired samples (assuming a within-person correlation in travel behaviour between surveys of 0.75) to achieve the same confidence intervals (Stopher, P.R. and Greaves, S.P. (2007). Guidelines for samplers: measuring a change in behaviour from before and after surveys. *Transportation*, 34, 1–16.).

Before survey

- **How are samples of survey populations selected?** It is important that complete lists of households in the project and comparison areas are used to select survey samples. The small-user Postcode Address File (Post Office's list of all addresses in the UK receiving fewer than 25 items of post per day) is the recommended sampling frame for surveying households. The electoral register, telephone directories and random digit telephone dialling are inadequate alternatives, as they will result in exclusion of a significant proportion of households. It is unlikely to be possible to seek to survey all households in project and comparison areas. Random probability samples of households should be drawn from the sampling frame. This requires selecting potential respondents using a strict design based on probabilistic methods. The size of sample drawn needs to take into account the anticipated response rate to the survey.

- **What size of samples need to be achieved?** No general recommendation can be given for sample sizes. The appropriate sample sizes depend on variability of the outcome being measured, whether independent or paired samples are used and the precision (sampling error) desired for the outcome result. Travel over one day has greater variability than travel over one week, hence a larger sample size will be required if travel is measured only for one day. If paired samples are used instead of independent samples, then lower sample sizes are required. If a more precise result is required (e.g. confidence interval around result of +/ − 2% instead of +/ − 5%), then a larger sample size is needed. The sample sizes should be the

same for the project and the comparison area, since a similar level of precision will be required for both of these. The size of sample drawn from the sampling frame needs to be larger than the sample size that it is wished to achieve for analysis by a factor dependent on the anticipated survey response rate (for panel survey this needs to take account of cumulative non-response from both the before wave and after wave).

- **What response rates are required?** A high response rate is required (at least 50% is recommended) to minimise non-response bias and ensure that responses are representative of the project population. It has been shown that high response rates are achievable if the survey is well designed, reminders are given to complete the survey, different means of completing the survey are made available and small unconditional incentives (for example, postage stamps) are offered. Response rates between 59% and 71% are reported for postal household travel (before) surveys carried out by Socialdata for evaluating PTP projects.

- **How should survey be administered?** Postal surveys are recommended as the main approach for conducting PTP surveys. Face-to-face surveys are expensive to conduct (due to the field worker resources required), but may have value as a means of seeking responses from those households that do not initially return postal surveys. Suitable lists of households are not available for telephone or internet surveys, so it is not possible to conduct random probability sampling, and evidence also shows that, when these approaches are adopted, then unrepresentative samples result. If telephone numbers or email addresses are obtained in the before wave of a panel survey, then these modes of survey could be used to supplement postal surveys in the after wave.

- **How is the survey designed?** Good survey design requires considerable experience and skill. It is important that a survey is distinctive, attractive and easy to use and that questions are unambiguous and neutral. The survey will need to include a covering letter, household questionnaire and individual questionnaires (which include travel diary record for recording details of trips made). Detailed guidance on household travel survey design is provided in the Department for Transport's Local Travel Survey Toolkit. Socialdata's New Kontiv® travel survey is an example of a survey instrument that has been widely used for the purpose of PTP evaluation.

- **Over what period of time should trip making information be sought from respondents?** A compromise needs to be reached between a shorter period (with reduced burden on respondents and hence increased response rates) and a longer period (which increases the ability to obtain precise estimates of travel behaviour outcomes). One-day or two-day travel diaries are generally considered appropriate when the survey is administered by post.

- **What information should be sought about trip making?** Information should be sought for all trips, including short walking trips off the public highway. Details required for each trip are start location and time of travel, purpose of travel, means of travel, distance travelled, destination, number of people that travelled and arrival time at destination. Research in Australia has tested the requesting of milometer readings (at start and end of survey period) from survey participants for all their household vehicles and the requesting of survey participants to carry portable GPS devices to monitor their travel. These have the potential to provide more accurate and precise data on travel (e.g. distance travelled by car) than is possible from the self-reporting of trips. It is not recommended that these are incorporated into surveys at present until research has demonstrated the effectiveness and feasibility of these techniques.

- **Should information be sought on travel attitudes?** Obtaining data on attitudes (the term attitudes is used here to embrace a range of psychological concepts such as perceptions, social norms and habits) can provide valuable indications of the subjective impact of PTP and factors that influence response to PTP. However, there is the risk that this will increase the burden of completing a survey and affect self-report travel behaviour responses. It is recommended that attitude questions are only included in household travel surveys where there is a theoretical basis for expecting that they will influence behavioural outcomes and where a method of analysing the data has been identified. If included, they need to be carefully selected and limited in number. Respondents need to be directed to complete details of their trip-making before answering questions on attitudes. Qualitative research (in-depth interviews, for example) is an alternative approach for gaining an understanding of the factors influencing travel behaviour outcomes of PTP and has the advantage of not pre-determining the factors expected to influence travel behaviour.

After survey

- **How are samples of survey populations obtained?** If a panel survey is being conducted, then the after sample is simply the respondents to the before survey. If independent samples are being sought, then new random samples of households will need to be drawn for the project area and comparison area.

- **How does the design of the after survey differ from the before survey?** The answer to this question is that it should not differ very much, if at all. It is important that the before and after surveys are conducted and designed in the same way so as to ensure the survey design does not contribute to differences in measured travel behaviour outcomes in the before and after surveys.

- **How can attrition be minimised in the after wave of a panel survey?** A high response rate is required in the after wave of a panel survey to minimise attrition bias and ensure that response samples are representative of the project and comparison area populations.

Achieving a high response rate in the after wave can be achieved by the same means as mentioned for the before survey, but also by offering a conditional incentive (e.g. a gift voucher for completing both surveys).

- **Over what period of time should trip making information be sought from respondents in the after survey?** This should be the same duration (for example, two days in the after survey if two days in the before survey). It is important in a panel survey that each household is asked to provide trip details for the same days of the week in the after wave as the before wave in order to reduce random variability of the measurement. For independent samples, the same overall distribution of travel data over days of the week should be sought in the after survey as the before survey.

Survey analysis

- **Does the survey data need to be weighted for non-response?** While non-response bias can only be partially addressed by survey data weighting, it is still required that this is carried out. The survey data can be weighted according to how the survey sample distribution differs from published population distributions (e.g. for household size, car ownership). To account for drop-out bias in a panel survey the after wave survey data can be weighted according to differences in the after wave sample distribution and the before wave sample distribution. Weighting cannot account for how survey samples differ from the population in terms of unobserved characteristics (e.g. annual household car travel or attitudes to public transport).

- **How is the counterfactual taken into account?** The trend in the behavioural outcome of interest in the comparison area (between the before and after surveys) should be applied to the project area 'before' survey results to provide an estimate of the counterfactual. This takes account of what would have happened in the event of PTP not being implemented, and provides a 'corrected' before measurement. If surveys are not conducted in a comparison area, then a correction should be applied based on other information (e.g. time trend data for comparison area).

- **What analyses should be conducted?** Statistical tests should be conducted to test hypotheses that there are differences in behavioural outcomes between the 'corrected' before measurement and the after measurement. Tests should additionally be carried out for groups of interest within the project area sample, such as PTP project participants and non-participants and demographic/socio-economic groups. This can be used to examine if the PTP project had differing impacts on different groups. Multivariate statistical methods could be used to explore how behavioural outcomes are related to different explanatory variables (e.g. household size, household proximity to bus service).

- **What analyses should be reported?** Reporting should be in line with the project objectives, research questions and performance indicators targets adopted at the start of the PTP project. It is recommended that an evaluation technical report is provided as an appendix or annex to any project final report. This should include details of surveys and monitoring (including sampling procedure and questionnaires), description of data responses (including response rates, data tabulations and cross tabulations and survey weighting) and statistical analyses (including details of statistical tests such as hypotheses, sampling errors, confidence intervals). The assumptions and calculations used to estimate area-wide outcomes (e.g. carbon emissions) from household behavioural outcomes (e.g. differences in vehicle kilometres) should be set out.

Hints and tips

For large-scale evaluations of travel behaviour outcomes, it is worth considering the appointment of an independent auditor of the findings (as in Peterborough and Darlington). The independent audit could be by undertaken by suitably qualified external consultants, academics, or by local authority staff who are not directly involved in PTP, but who are experienced in such areas as quality assurance, performance management and data analysis.

Hints and tips

The DfT has published guidance on Local Household Travel Surveys which is available for download from www.natcen.ac.uk/lts/. This provides a good framework for obtaining data on trip-making of households in a project area and sets out areas of best practice. The following provides an indication of some of the key aspects.

- **Sampling**: The sampling method that should be used is random probability sampling, which provides the best way of achieving a statistically robust sample. The sample used should be selected from the Small User version of the Postcode Address File (PAF). It is important that the survey contractor has specialist expertise in sampling.

- **Layout:** The layout should be simple and easy to understand but also appealing to look at, to encourage respondents to complete it. The survey should be kept as short as possible, to avoid placing too great a burden on the respondent and to improve the quality of the data.

- **Instructions for completion:** These should be arranged in a clear format and using a type size large enough to be easily read. They should provide details of how to complete and return the form, information on confidentiality and contact details in case the respondent requires further information.

- **Household information:** A section should be included to collate data about all the members of the household. This could include, but is not limited to:

  - contact information;

  - communication means available within household (phone, internet, etc.);

  - number of household members;

  - age and gender of household members;

  - employment status of household members (employed fulltime or part time, student, unemployed).

- **Household travel:** Travel behaviour of each household member (mode(s) used, frequency).

- **Individual information:** A section should be included to display which member of the household the form is intended for and on what date (day) they should complete it.

- **Individual travel:** The form should give the respondent the opportunity to communicate that they did not travel and give the reason why. Prior to or included in the section collecting data regarding the first journey, the respondent should be asked where that journey commenced. Individual journey data should be collected with space for at least eight journeys per day. The data collected should include journey start time, journey purpose, mode(s) of travel, address of destination and arrival time. It should be made clear to the respondents that one journey can use multiple modes.

Task: Analyse and report findings

5.33   While it is acknowledged that the majority of any PTP project budget should be spent on fieldwork, a well written, clearly articulated and independent evaluation report is necessary for any PTP project where an evaluation is attempted, even if the scope of evaluation is limited in terms of performance indicators. The report should include the background to the project and a description of the project implementation process.

5.34   The evaluation plan should be clearly set out, and results should be reported with consideration given to their robustness. Interpretation of results should focus on providing clear answers to the research questions and on evaluating whether project objectives and targets have been met.

5.35   In line with the objectives and targets adopted at the start of the PTP project, care should be taken in the report to demonstrate how the PTP intervention has helped the PTP partner organisations to meet the national targets to which they have signed up in Local Area Agreements and other partnerships.

5.36   An independent audit of the evaluation report will add strength to the findings.

Glossary

Targeted area | The geographical area selected for the PTP programme

Targeted population/households | The total number of households within the defined targeted area selected to take part in the PTP programme.

Contacted households | The absolute number (or percentage) of targeted households where contact is made. This excludes those that were not contactable by telephone or knocking on the door.

Participating households | The absolute number (or percentage) of contacted households who agree to participate in the PTP programme

PTP materials | A range of products including public transport, walking or cycling maps, green driving guides, health advice, promotional goods and incentives/gifts

Field officer | Representative of the PTP team responsible for disseminating PTP materials to the public (also commonly known as a canvasser, travel advisor or conversationalist)

Doorstep conversations | One-to-one meeting, on the doorstep, with a trained field officer, discussing current travel mode, and future sustainable travel options

Service sheet | Form on which participants can request PTP Materials (either self completed or with support from a field officer)

Home visit | One-to-one meeting, in the home, with a trained Field officer, dealing with mode specific issues, such as 'cycle maintenance' or 'using the bus'