Fresh Ways to Work:

Do Small & Medium sized Enterprises

want free Travel Plans?

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Abstract

Travel Plans have been implemented within the United Kingdom since they were first proposed as a local Travel Planning tool within the Transport White Paper, '*A new deal for transport*' in the later part of the 20th Century. Whilst there have been some notable modal split reductions seen by larger employers (i.e. Pharmaceutical, Higher Education and Retailers), Small and Medium Sized Enterprises (SMEs) have typically been overlooked as a sector by transport policy makers. This is due to a variety of reasons, most notably that there is a perception that engaging this sector is challenging, and that there would be less chance of achieving significant modal shift as a result. This view is short sighted, as this sector offers significant opportunities for modal change, due to the fact that it represents 59 per cent of employment and therefore offers significant potential reductions in Green House Emissions.

Fresh Ways to Work was an innovative new Travel Planning behaviour change scheme conducted in Hertfordshire and Suffolk to try and address this shortfall. It was the first of its kind, aiming to provide Travel Plans for SMEs within these two geographic areas. Fresh Ways to Work aimed to provide each SME with free Travel Planning advice and support with the specific aim to reduce carbon emissions and transport costs to the businesses involved.

This research framework makes use of an embedded approach and thematic analysis to document and critically analyse the various components of the work. The overall aim was to assess the feasibility of working in partnership with SMEs in order to develop Travel Plans. Data was gathered in two ways, first by formally interviewing professionals (from both Travel Planning and business backgrounds) directly involved with Fresh Ways to Work in a semi-structured interview setting, and second through a questionnaire for businesses that signed up to the project. The views of experts and businesses were sought on how well the scheme was conducted, as well as gaining insights of which aspects of the project were successful and which were less so. Adopting this embedded approached enabled the researcher to immerse them-self in the qualitative data and to become more appreciative of the significant number of variables to be considered.

Quantitative data was also used to provide a foundation to the qualitative aspect of this research. This was collected in two forms including the project sign-up questionnaire which sought when businesses engaged with the project, their location and employee numbers. The second form was the business questionnaire which sought rankings on the various components of Fresh Ways to Work. Quantitative data was envisaged to form a greater part of

this research, but due to Fresh Ways to Work delivery issues did not materialise and therefore was unsuitable.

The conclusion summates that Fresh Ways to Work did not achieve all of its original aims or objectives. To begin with, only sixty of the targeted eighty businesses in Hertfordshire signed up, and only a handful developed Travel Plans. This was partly due to a number of varying factors, including the compulsory nature of the Travel Planning, as well as the wider impact of the financial crisis, the period in which this work was delivered. However, Fresh Ways to Work excelled in many aspects such as diversifying its marketing approached throughout the period of the work, and adapting its business message that there is an economic argument to providing a good mix of travel options to a workforce. Therefore the argument of this work is that transport planning can help business efficiency through allowing employees to adapt their travel mode during a difficult economic climate. Overall, it will be argued that the project achieved more than some key experts expected and arguably provided significant results given the amount of time and resource invested.

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1   Introduction

The purpose of this research project was to critically evaluate the successes and shortfalls of the Fresh Ways to Work (FWTW) transport consultancy project. The researcher was employed as an officer within the project and so an embedded case study research approach was adopted. This approach provided a unique perspective and opportunity to document the effectiveness of the scheme and allowed for learning's from similar schemes. Adopting this action-based case study approach is widely accepted within the transport field as a way of promoting innovation and learning when dealing with communities and businesses (Lucas, 2013). Fresh Ways to Work was initiated in two counties, Hertfordshire and Suffolk. Due to the researcher being employed as a Travel Planning officer in Hertfordshire, this administrative area forms the basis of data collection reported. Data from Suffolk is also discussed to provide wider context. This research also refers to other activities coinciding with FWTW, one notable example being the implementation of a Public Transport Quality Partnership, 'Network St Albans'. Owing to similar target markets and schemes, both projects have been heavily involved with each other, drawing on relevant expertise and materials.

At the outset of Fresh Ways to Work, as the researcher, my interest and experience lay within local policy and good practice from the public transport providers through Network St Albans. Fresh Ways to Work offered an opportunity to inform the community of the positive changes underfoot, whilst simultaneously offering direct business support, and therefore I was interested in the opportunities that the FWTW project offered in researching the impacts of policy implementation to the SME community.

Network St Albans, albeit different in essence to Fresh Ways to Work, had the same goal. To encourage modal shift from single occupancy private cars to more sustainable modes. I looked forward to the opportunity that Fresh Ways to Work provided, to directly engage with businesses on a face-to-face basis. It was positive to see Network St Albans developing and securing a two year behaviour change project, which to me seemed to help justify the investment made by Public Transport operators and indeed the Local Authorities until that point.

Should Fresh Ways to Work have been successful, I was looking forward to being included in subsequent activities such as assigning a business representative to Network St Albans. A case could also have been made for developing similar projects outside of St Albans.

Reflective Diary Box 1.1 Project Development and Initial Ambitions

1.1 Research Problem

Travel Plans have been implemented within the United Kingdom since they were first proposed as a local Travel Planning tool in the Transport White Paper, '*A new deal for transport*' in the later part of the 20[th]Century (Docherty & Shaw, 2003). Travel Plans were originally envisaged as a planning tool for organisations in order to influence their travel patterns and thus encourage employees to consider more sustainable modes and therefore reduce the reliance on the private car (Roby, 2010) (Enoch & Potter, 2003). Hard measures have failed to deliver the expected results despite significant investment, further increasing the importance of softer measures (Moser & Bamberg, 2008).

Whilst their success across a wide range of businesses and public sector organisations has been notable in delivering local modal change (e.g. Boots in Nottingham, the University of Hertfordshire in Hatfield and Orange in Bristol) their wider strategic importance has yet to materialise for a variety of reasons (Rye, 2002) (Docherty & Shaw, 2008) (Rye & MacLeod, 1998). This view is further supported in an academic paper by Kingham *et* al (2001), based on a pilot case study using two large employers. A key conclusion found that large organisations favoured low cost transport solutions, such as tax incentives. They also concluded that regulation to require TPs may be the most effective way to widespread implementation, although this may prove to be unpopular and potentially difficult to enforce (*ibid.*). For smaller employers (under 100 employees), work by Coleman (2000) examined their willingness to introduce TPs. In her paper, she concluded that there was limited awareness and understanding of the term 'travel plan' or 'green commuter plan', and that company policies generally promoted car use, and that despite some positive interest, the majority viewed TP development low on their agenda.

> *The Fresh Ways to Work team (myself included) began the project knowing that small employers would be harder to convince to adopt TPs than larger ones. As a keen employee I was looking forward to this challenge. However, a feedback-based assumption was made that if Travel Planning was made free, easy to access, and offered minimal disruptions for maximum benefits to businesses, they would engage with the project. We later discovered that this was not the case, with businesses rarely realising the potential of TPs unless certain characteristics were present (as outlined by Coleman (2000)).*

As an embedded researcher, realising 6 months in to the project that we had no businesses approaching us for assistance was deeply unsettling, for the project delivery and this thesis in equal measure.

One possible explanation for this disappointment is that the feedback group mentioned above being made aware of what a Travel Plan was prior to asking if they would take part. Perhaps travel plan awareness raising was needed prior to the project launching, but would have required additional time and financial resources that the project team didn't have. I certainly was not a marketing expert, although had a great deal of experience by the time the project concluded.

Reflective Diary Box 1.2 Differences in expected and seen results

Until recently the planning process provided LAs with the legal framework to successfully initiate TP development within the public and private sector, through PPG13. However, with the recent changes to the planning framework, through the revised National Policy Planning Framework, these tools have been significantly watered down. Roby (2010) also argues that TPs must offer long-term benefits to organisations in order to ensure long-term development and continual improvement, further demonstrating the difficulty in engaging with business leaders who may not understand the benefits to their business. Travel Plans inherently offer benefits to businesses (described in detail later in Table 2.1), but often require a series of factors including senior leader buy-in, staff uptake and a champion within the company.

The motivation behind organisations developing TPs is key in understanding patterns to their uptake. There are difficulties in encouraging the private sector to engage in Corporate Social Responsibility (CSR) generally as there is no strong evidence linking such improvements to competitive or financial advantages, despite political and activist claims often made to the contrary (Spence & Rutherfoord, 2001). Even then, some research indicates that Small and Medium Sized Enterprise (SME) owners/managers are not solely motivated by increasing profits alone, but instead by the challenge of running their business (Spence, 2007).

Contrary to these motivations, recent research by Revel *et al* (2010) indicates that SMEs may be changing their perception of environmental issues and realising potential business benefits. Previously, businesses have been more likely to resist change due to perceived costs. However, the understanding that there may be a business case behind sustainability (the triple bottom line) has begun to develop, despite scepticism on profitability (*ibid.*). This factor is instrumental

in persuading organisations to consider implementing TPs. Particularly, focus is needed around 'what benefits do TPs offer to solve their problem', and therefore if businesses do not acknowledge a problem, then delivering the scheme would be difficult (DeMers, 2013). This principal is adopted across both 'project delivery' and 'selling a service/product'. This research aims to understand this element in order to gain information on what motivates SMEs specifically to engage with the sustainability agenda.

Furthermore, when addressing SMEs, it could be argued that the main driving factors behind organisations implementing TPs largely do not apply. According to Ison & Rye (2008) the most common reasons for private sector organisations to implement TPs were:

- Environmental
- Parking pressures
- Saving money/time/fuel
- Secure planning permission

When considering the above, environmental issues could still be more of a moral concern for SMEs. The rest are more relevant to larger organisations, who are likely to face increased demand for parking and also have greater opportunities to save money/time/fuel through implementing a TP, as a direct result of their larger employee base. Planning permission is also a factor more relevant to larger organisations, due to ownership and expansion of existing sites.

More thought and understanding is required in understanding the drivers and barriers to the uptake of initiatives that allow widespread implementation (Coleman, 2000). Without the ability to delve into the psyche of business leaders to understand their aims and objectives, delivering a project such as FWTW successfully would likely fail. Previous research has outlined the difficulties in engaging with the commercial sector, and stated that LA planning requirements are the main drivers for TP adoption, and that therefore voluntary TP uptake has been slow (Enoch & Potter, 2003).

Enoch (2012) states that "Studies considering smaller organisations undertaking Travel Planning are relatively rare" (Chapter 4, Section 2). He suggests this for a variety of reasons, including availability of data, willingness of firms to participate in research and the economies of scale related to working with smaller employers.

This research project aims to partially fill this gap in knowledge, with the aim of relating the lessons learnt from the 'Fresh Ways to Work' case study to the research literature, and thus lead to further understanding of the impact of TPs for SMEs and their relevance to the wider local travel planning debate.

> *This research project was initially set up to monitor, evaluate and contextualise the lessons learnt from Fresh Ways to Work, which remained the goal of this research project despite challenges in data collection. As an officer, my interest lay within delivering a successful project, so it was therefore disappointing to discover that businesses were mostly uninterested in what the project had to offer.*

Reflective Diary Box 1.3 The Shift from Travel Plan analysis to Business Engagement

1.2 Aim & Objectives

The research aim is to assess the feasibility and effectiveness of working in partnership with SMEs in order to develop personalised Travel Plans; and then to analyse the specific components of the FWTW, as a case study in meeting its project goals.

The research objectives are to:

1. Identify factors that influence the take up and effectiveness of Travel Plans as a means of reducing private car use and transport emissions via a literature review
2. Evaluate Fresh Ways to Work through semi-structured interviews to determine to what extent it fulfilled its potential as a behaviour change project
3. To undertake a follow-up project evaluation exercise of Fresh Ways to Work and Transport Behaviour Change through business surveys, in order to identify what messages and incentives resonated most with SMEs
4. Draw conclusions and recommendations for future travel planning initiatives based on the results of this research

1.3 Outline of Thesis Structure

Chapter 1 (Introduction) begins by outlining the research problem and the subsequent aims and objectives of this dissertation. Chapter 2 (Research Context & Literature Review) focuses on the academic literature surrounding Travel Plans, behaviour change projects, local authority guidance, the theoretical framework for this research and finally an outline of the research gap. Chapter 3 (Methodology) describes the methodological approach adopted for this research including both available and unavailable data sources, and includes brief descriptions of the study area, Fresh Ways to Work and other associated schemes in Hertfordshire. Chapter 4 (Results and Analysis) goes into detail of the results gained from the semi-structured interviews and business questionnaire. Chapter 5 (Discussion) relates the results back to the academic literature and outlines similarities and differences observed within Fresh Ways to Work. Finally, Chapter 6 (Conclusion) draws conclusions based on the previous sections and outlines the thesis limitations and areas for further work.

2   Research Context & Literature Review

2.1   Introduction

Due to the innovative nature of FWTW there is limited literature available on the specific topic of travel planning purely within SMEs. Previous schemes have included area wide travel planning, site/company specific Travel Plans (almost entirely within large businesses) and personalised travel planning (for the individual). This MSc aims to bridge that gap in knowledge by documenting and analysing FWTW's achievements and shortfalls, and relating those lessons to other schemes.

Over the last ten years it has become clear that environmental concerns and human activity demand large-scale changes in the daily activities of people across the nation (Hargreaves, 2011). FWTW, when stripped down to its barest form, aimed to do one thing; change people's behaviour. The topic of behaviour change is complex, but has been identified as a core principle within public health and health promotion, which particularly draws upon the importance of organisational involvement (Priest, Armstrong, Doyle, & Waters, 2008).

Behaviour change has been studied using a variety of methodologies and models with one main aspect being consistent throughout; "it is possible to identify a range of variables which can impact on behaviour" (Moloney, Horne, & Fien, 2010). The rational choice behaviour model arguably dominates the energy and carbon reduction sector, with the assumption made that people consider their options and opt for the most logical course. Continuing with this assumption, it is therefore important that people are giving the information and incentives to make a choice.

There are however many critics of the rational choice model, with three challenges made to the assumptions that that particular model is built upon. First, information doesn't necessarily action sustained change past the engagement phase, with additional steps required after information dissemination is completed, although it is an important first step (O'Dwyer, Leeming, Cobern, Porter, & Jackson, 1993). Second, the assumption that people will change behaviour based on facts (for example, environmental damage or cost savings) is challenged, stating that these facts can be met with scepticism or even disinterest (Finger, 1993). Last, pushing the agenda that change is possible through collective action puts the emphasis on the individual, as opposed to corporations or policy makers. Therefore, it is essential that behaviour change schemes working at local level incorporate simultaneous advances in

technology, policy updates and a mixture of "sticks and carrots" at social, economic and cultural levels to enable behaviour change (Marsden, Mullen, Bache, Bartle, & Flinders, 2014).

A prominent reason why behaviour change can be difficult to implement within a population, is that the behaviours targeted for change are habitual and occur within a stable situation (Webb, Sheeran, & Luszczynska, 2009). In relation to travel planning, this translates to people using a method they know works for them, when and where they need it. Successful examples where behaviour change strategies can be observed within the transport field, include national policies for reducing drink drive incidences and where the introduction of seat belts in the back of cars, both drastically reduced road casualties. Simpler examples are more prevalent within the within the health sector, which include the smoking ban within public premises and the display of nutritional information of food packages having an impact on diet. These examples provide positive examples where policy level interventions are known to promote, achieve and maintain positive behaviour change, (Priest, Armstrong, Doyle, & Waters, 2008).

2.2   Travel Plans

There are many variations of TPs, from those that focus on individual businesses, to area wide TPs, for instance those that span business parks or include numerous organisations (e.g. Sheffield Business Park (Sheffield County Council, 2011)).

Travel Plans are actively encouraged by local authorities and regional Government and are relatively inexpensive to introduce, implement and deliver. They are usually politically acceptable and have proven to be effective at reducing traffic levels. It is for these reasons, that TPs are considered to be viable alternatives to costly hard measures such as infrastructure changes (Enoch & Zhang, 2011). School TPs are also becoming more common (through promotion by national organisation, such as Modeshift) and aim to not only reduce the pressure on the local transport network during school hours but also address health, education and social challenges (Sustrans, 2011a). Like business TPs, those focussed towards schools must take an approach that includes the whole school including staff, students and parents (Sustrans, 2011b).

The style of TPs adopted by the FWTW project is similar to Personal Travel Planning (PTP). PTPs have been in use in Australia since the 1980s and were first introduced in the UK in the late 1990s. In 2003 the Department for Transport (DfT) part-funded 14 pilot projects to examine

how effective PTPs could be in the UK in reducing private car use (Department for Transport, 2007). These schemes were also known as the TravelSmart schemes and are expanded upon later. It is worth noting that PTP focuses on households and individuals through a door-step engagement process. Although FWTW produces a business TP, the information within that and the advice given to employees reflects closely to PTPs.

The benefits for adopting, implementing and supporting a TP are various and wide ranging (Table 2.1). Most importantly there are positive results for three main groups; the company, employees and wider community (Manchester TPs, 2010). Out of the benefits identified for each of those groups, those that apply will vary depending on the type of business (their field, location, requirements, etc.) or the type of person (e.g. someone travelling 50 miles to work using a private car may not have been any viable alternatives, whereas someone living two miles away are more likely to have alternatives).

Table 2.1 Travel Plan Benefits for Companies, Individuals and the Community

Company	Staff	Community
There is a compelling link between economic success and high-quality transport systems (Eddington, 2006)	TPs can make people aware of potential money and time savings	Travel Plans can improve the perception of a given area by the local community. (University of Hertfordshire, 2009)
Travel Plans can help fulfil planning and/or environmental targets	Fresh air through cycling or walking increases the body's metabolism for the rest of the day, improving mood and wellbeing (McMullen, 2007) (Transport Energy, 2005)	A decrease in private car usage ultimately means a reduction in air and noise pollution on the surrounding community.
A Travel Plan is often required to be submitted to the Local Authority when relocating or expanding a business premises (Department for Communities and Local Government, 2013)	Active travel or taking away the burden of driving can lower stress levels	Increased patronage on public transport can mean increased income and more money to spend on improvements
A Travel Plan can help enhance the company's image, leading more/better customers, supplies or business partners (Transport for London, 2007)	Staff can save money via tax and national insurance reductions through salary sacrifice (HMRC, 2005).	Travel Planning can give a voice to the local business community and has seen dedicated services implemented specifically for commuters (Transport Energy, 2005).
The company could see happier/more motivated staff due to active travel and a variety of transport options (McMullen, 2007), in-turn helping staff recruitment and retention		Residential parking problems can also be somewhat addressed

Reducing parking spaces can release land for other means
Reducing demand on car parking spaces, helps congestion reduction and over-crowding (Manchester TPs, 2010).
Money/Resource-saving Benefits for Everyone • Applying for planning permission and acquiring the necessary documents can be a costly process. Having a TP in place means that the process can be quicker, therefore freeing resources at business and Local Authority level • Spending less on parking, business mileage, company cars, etc. means that both businesses and employees alike can save money. In the current economic climate, many SMEs are struggling to meet financial demands • Travel Planning can at least look for ways to save money in transport related areas, and in the concept of FWTW, completely free of charge

2.3   What make Travel Plans work?

There are two aspects of a business undertaking a TP; the initial engagement with the business and then the implementation. Both are unique, have their own drivers & challenges, and require prior thought to ensure success. Previous research has discussed the drivers behind small Oxford-based businesses (less than 100 employees) implementing travel planning schemes (Table 2.2). Unfortunately, Table 2.2 indicates that FWTW had no influence over the three highest necessities required for implementing a TP.

Table 2.2 What would be needed before your business implemented policies and schemes to reduce staff travel to work by car and encourage alternative modes? Adapted from Coleman (2000) to include which aspects were included within FWTW.

	What would be needed? (%)	FWTW
Other (e.g. effective public transport)	38	X
Central Government Legislation	37	X
Tax Incentives	35	X
Advice and Information	22	✔
Discount of business rates	21	X
Financial support	20	✔
Pressure from staff	15	X
Best practice examples from other employers	11	✔
Help with carrying out a staff travel survey	4	✔
Planning requirement when expanding	4	X

However, once a company has committed to adopting a TP, there are a whole host of ways to encourage a sustainable behaviour change. There are a range of academic examples documented outlining good practice (Ison & Rye, 2003) which include, but are not limited to:

- Clear benefits communicated to employers
- A suitable combination of incentives and disincentives
- Individualised marketing aiming to gain public acceptance of behaviour change
- Car parking charges
- Partnership working across organisations to improve benefits

The DfT have provided a comprehensive list of incentives that can be used within a travel planning project, that encourage people to travel more sustainably (Figure 2.1). Some aspects will double up as incentives to businesses (e.g. travel discounts), but all will improve the benefits seen by businesses adopting a TP.

Bus & Rail	Walking	Cycling	Car Sharing
Shuttle Bus	Site Access	Access Quality	Matching Service
Discounts	Local Staff	Cycle Parking	LaunchEvent
Infrastructure	Security/ Pedestrian Improvements	Facilities (lockers, showers, etc.)	Financial Incentives
Service Quality	Marketing	Bicycle Users' Group	Priority/Free Parking
More/New Services		Promotion Events	Prizes
Convenient Bus Stops		Discounts & cycle repair	Schemes
Information & Tickets			Guaranteed ride home

Figure 2.1 The alternatives to the private car and the various ways in which they can be supported. FWTW included options highlighted orange.
Adapted from DfT (2002).

Only a limited number of elements that make a successful TP were offered by FWTW (coloured orange in Figure 2.1). This research will discuss whether FWTW should have provided more interventions/benefits to businesses in order to boost sign-up, and undertake further engagement exercises for those that did. Each of these interventions can be implemented individually, but should be delivered as part of a continual improvement programme, that builds a comprehensive TP package for employers and their staff.

2.4 Behaviour Change and Travel Planning

"Essentially, encouraging modal shift to reduce harmful environmental effects of car use can be considered a behaviour-based problem" (Davies, 2012). It is for this reason that although the literature on developing TPs with SMEs may be lacking, there is a wealth of knowledge on projects that have dealt with behaviour change within businesses. Congestion and pollution, albeit formed from a multitude of sources, could be considered at a local scale as a societal problem. Societal behaviour research has been conducted in many fields including reducing drink-driving and encouraging environmentally-friendly behaviour in which the same is true. "The cornerstone of sustainability is behaviour change" (McKenzie-Mohr & Smith, 1999).

In relation to transport behaviour change in particular, research suggests there is the potential for a small percentage of motorists to be converted to public transport. One in five English car drivers would ideally like to reduce their car usage and replace with more sustainable modes, but only 3 per cent feel they would be able to make that change (Stradling, Meadows, & Beatty, 2000). Motorists journeys are pre-determined, and with the motor car becoming more mechanically reliable, single occupancy private car is deemed to be the most dependable form of transport. However, there are still barriers to the private car, most notably running costs. Travel awareness campaigns can support modal shift by highlighting the benefits of switching to alternative modes and removing existing barriers to sustainable travel (Davies, 2012).

In relation to Hertfordshire, research continues to develop on local schemes including mobile ticketing and real-time information. With the development of a new mobile ticketing app, which allows users to plan bus journeys and buy bus tickets, relatively new data has been published on whether people see such technological initiatives as beneficial (Reed N. , 2014). Within the context of the m-ticketing app, several useful results were deduced including the benefit of being able to purchase 'carnet' style tickets and the importance of technology in encouraging modal shift. Other outcomes outside of the app included the importance of regular and reliable public transport services and simplifications of bus fare structures, which are fairly complicated in the Hertfordshire area (Reed N. , 2015). If behaviour change is to occur, challenges on a local, regional and national level remain pivotal in peoples decision making process.

2.5   Previous Projects & Guidance

TravelSmart schemes aim to maximise sustainable travel undertaken by individuals, households and organisations through the utilisation of voluntary behaviour change tools (Department of Infrastructure, 2002). This means the delivery of tailored information (e.g. local maps, stop specific bus timetables) along with one-to-one conversations about the local alternatives to the car, meaning they share similar deliverables with the FWTW project. TravelSmart schemes were first adopted in Australia around a decade ago, and due to their success, have since been replicated in the UK (Parker, 2007). In the UK specifically, between 2005 and 2010, there have been reported results of 11 to 22 per cent improvements towards sustainable travel mode trips with a decrease observed in car (as a lone driver) trips from 10 per cent and 14 per cent (Sustrans, 2011c).

In the spring of 2013, a TravelSmart work scheme was rolled out in the City of St Albans. The work was funded by the Big Herts Big Ideas project, funded via the Local Sustainable Transport Fund and was delivered by Sustrans. The scheme targeted 12,000 households with Individualised Travel Marketing (ITM) (Hertfordshire County Council, 2012). This provided tailor-made packs of transport information to local residents across St Albans on a selection of sustainable/active transport modes (St Albans City and District Council, 2013). Other incentives were also promoted, such as discounts on cycle servicing (CycleTECH UK, 2013).

The DfT offers a wealth of information on transport planning and policy including advice for LAs, businesses and consultants. This information ranges from advisory leaflets for individuals to official transport guidance. The DfT describe Company TPs as "usually voluntary schemes, whereby companies at existing sites encourage employees to use alternatives rather than driving alone" (Department for Transport, 2003). Although this project focuses on business and personal TPs, similar guidance is provided for new developments and other fields (Department for Transport, 2005).

Travel Planning is also embedded within DfT policy as part of the planning framework, within paragraph 89 of Planning Policy Guidance Note 13: Transport (PGG 13), which outlines when TPs should be submitted as part of a planning application. There are numerous documents that stress the importance of embedding Travel Planning in to local policy controlled by Local Authorities. One example of this is 'Good Practice Guidelines: Delivering Travel Plans through the Planning Process', which supersedes 'Using the Planning Process to Secure Travel Plans' from 2002 (Department for Transport, 2009b). Designed as a brief guide to all things relating to TPs, this DfT document outlines the importance of identifying which aspects of Travel

Planning are important to certain situations. Certain topics will be completely relevant to certain areas or target markets, whilst others will be irrelevant.

Guidance ranges from official DfT policy, to easy-to-understand booklets designed for the Travel Planning novice. These are often tailored to businesses, a notoriously hard group to communicate with, and who do not necessary acknowledge the benefits of TPs. The focus is therefore in stressing the importance of managing car demand for businesses and individuals. For those sceptical on the benefits of TPs, these are aimed to be addressed with case studies and financial justifications (Department for Transport, 2008a).

Several authorities expand upon the general DfT guidance, one example being Devon County and Torbay Councils who produced a 15 year strategy entitled 'The Local Transport Plan' which aims to deliver a transport system that meets a variety of challenges (Devon County Council and Torbay Council, 2011a). This Transport Plan is extensive, both in duration and target area, and builds upon various previous schemes, including a TravelSmart project and a successful Travel Planning campaign, which worked with over 30 workplaces and all Local Authority schools. This emphasises the importance of not allowing initiatives to stagnate, to continue securing funding for improving upon existing schemes and maintaining support for local businesses, schools and communities (Devon County Council and Torbay County Council, 2011b).

2.6   Company Size

As outlined in Section 1.1 there is clearly a difference between large and small businesses in respect to their uptake of Travel Planning interventions. Large public organisations have led in developing, implementing and achieving positive results. It is noted by Coleman (2000) that many LAs realise they should lead by example, an approach endorsed by the Transport White Paper (DETR, 1998), but the fact is, that this is often not the case.

When considering including SMEs as part of area wide travel planning interventions, the benefits are that larger scales of economies can be achieved. Researchers and transport practitioners/ officers increasingly suggest that coordinated partnership approaches between LAs, business and local communities, combined with effective traffic demand management, are all vital components to deliver a meaningful traffic/shift away from the single occupancy vehicle use.

However, although it is recognised that SMEs should be targeted in the long-term with an area wide approach, larger employers will normally offer greater potential for significant modal shift for the least resource, especially within urban areas where travel alternatives exist. Until some legislation is applied to smaller businesses, TPs will be far down the SME agenda (Coleman, 2000).

2.7   Theoretical Framework - A Grounded Case Study Approach

The way a researcher comes to know, develop and apply their learnt knowledge to the context of a specific research project, is known as epistemology (Trochim, 2000). Methodology is specifically concerned with how knowledge is developed using specific tools, or methods that can be used/applied in order to better understand events. Essentially epistemology and methodology are related, the former involves the philosophy of how we come to know the world and the latter the practice of knowing it (i*bid.).*

Researchers in the study of TPs have tended to follow a deductive positivist paradigm (Flick, 2004). Essentially, this indicates that empirical/numerical data are collected to identify patterns within/between datasets, often relating to employees' commuting. Patton (2002) suggests that this line of thought relies on the objective collection of empirical data by quantitatively measuring 'real life' phenomena. Trochim (2000) suggests that a 'positivist' or 'quantitative approach' excludes anything beyond this, such as emotions and thought, which cannot be measured scientifically and thus is irrelevant and should be ignored. This project rejected this view, as behaviour change by its very nature involves emotions and thought, and therefore this research has included within its methodological tool kit qualitative interviews with individuals embedded in the FWTW project, including representatives of SMEs.

There are broadly five contrasting qualitative approaches to undertaking research; Narrative Research, Phenomenology, Grounded Theory, Ethnography and the Case Study (Cresswell, 2007). Narrative Research focuses on exploring the life of an individual, whereas Phenomenology focuses on understanding the essence of experiences. Grounded Theory seeks to develop theory grounded in the data from the field (Allan, 2003). Both Phenomenology and Grounded Theory studies primarily rely on interview data. Ethnography describes and interprets a culture-sharing group, and the Case Study approach helps to develop in-depth descriptions and analysis of a single or multiple case, making use of participant observations and interviews in particular.

Narrative Research, Phenomenology and Ethnography are focused on life or lived experiences from the individual or group perspective, as well as experiences from cultural settings. Grounded Theory and Case Studies are more interested in building theory and describing settings from the perspective of the researcher and research setting. From a theoretical perceptive, it is apparent that the approach most relevant to this research thesis, in terms of its philosophical underpinnings is that of the Case Study. Fresh Ways to Work was a closed project, influenced by external factors but ultimately self-directing, with the businesses involved joining a closed group.

The researcher embedded in this research aimed to identify and understand two aspects to developing TPs. First, the initial engagement with businesses, exploring what messages and actions from the project team would/wouldn't encourage an SME to sign-up to FWTW and subsequently develop a TP. Second, to analyse the potential for modal shift within the businesses that did sign-up to the project.

Initially, the Case Study approach adopted considered making full use of employee commuter surveys to be completed by the staff of 80 SMEs located in St Albans. However, once that methodology was determined unfeasible (due to shortfalls within FWTW), the methodology for this research shifted to a more Grounded Theory framework, making use of semi-structured interviews.

In addition, due to the complex nature of the project and requirement to compliment the limited interview dataset, a positivist approach was taken to developing an SME mixed method questionnaire. Using a combination of qualitative and quantitative questions, a complex dataset was created which further lends itself to the iterative grounded theory framework adopted by an embedded researcher. This allowed the researcher to fully immerse themselves into the emerging data set and allowed conclusions be to drawn from a variety of mixed data sources, to be reported on. This dynamic and iterative approach allowed for a narrative of the experiences of the researcher, using primary data sources. Within this thesis, the author has included a number of 'reflective dairy boxes', which provide a researcher 'point of view' as the work evolved.

2.8   Research Gap

Small and Medium Enterprises are rarely the sole target for travel planning interventions. Therefore little data exists on initiatives and behaviour change that is unique to that sector. Research undertaken by Coleman (2000) sought to partially address this issue by surveying 352 Oxfordshire businesses (with less than 100 employees) on several key topics, including local travel issues and awareness of travel planning. However, that research was conducted on a theoretical basis and was not attempting to deliver a travel behaviour change project on the same basis as FWTW. Businesses surveyed as part of this research had signed up to FWTW, and therefore at some point had decided to engage with a travel planning initiative, the motives for which were investigated and reported on in detail.

Furthermore, little research has been conducted on the opinions of employers towards green commuter plans (Rye & MacLeod, 1998), and therefore little is known on the priority level that green travel policy demands. The motives for opting to engage (or not) with schemes will normally lie with a high-profile individual in the case of SMEs, where strategic decisions will be an individual's responsibility, even if the day-to-day responsibilities are delegated. This research explores the factors within a project that are likely to encourage Directors/Managing Directors/Owners to take part in behaviour change, travel planning and CSR improvements.

Therefore this research aims to contribute to fill the gap identified within the literature for SMEs contributing to the sustainable travel policy agenda. If it can be demonstrated that SMEs do have a significant role to play in reducing traffic congestion, and its resulting social, environmental and economic impacts, then all future local and national transport policy will need to be revised to incorporate this sector when developing large scale, or area wide transport interventions.

3 Methodology

The previous section provided the context to the research, this section describes the various methodological approaches undertaken for data collecting, then analysing and presenting findings.

3.1 Research Design

At the outset of the research two data sources were identified. The first (and main source) was set to be employee travel and business sign-up data from the FWTW businesses in the form of primary quantitative data, mainly through the TPs developed for each business. The second was semi-structured interviews, collected as primary qualitative data. This interview component was originally designed to complement the business data and offer personal perspectives from transport/Travel Planning experts that were both directly and non-directly involved in the project.

Owing to the changing nature of FWTW in its ability to deliver the projects original objectives, challenges in data collection were various and frequent. The data sources described above would have allowed a comparative analysis of the case study "before and after" data. However, many strands of quantitative data did not materialise due to the difficulties in business engagement and subsequently, only a handful of TPs were developed and none were followed-up with reporting. This meant that a revised data collection plan for this research had to be developed. This plan switched the roles of the original data sources, making the semi-structured interviews the focus of the research and the project planning data complementary (Figure 3.1). Basic quantitative data was still available, and has been reported on within this research.

After data collection and subsequent analysis was undertaken using the interviews and business data, the amount of data collected for this research was insufficient. Therefore, an additional strand of data collection was designed (Figure 3.1). This took the form of a questionnaire for businesses that signed up to FWTW but did not take part in the semi-structured interviews. This data sought to identify the driving factors in the levels of business activity in Travel Planning and carbon reduction, specifically relating to FWTW and their first-hand experiences, eliminating the danger of businesses hypothesising whether they would theoretically take part in such activities.
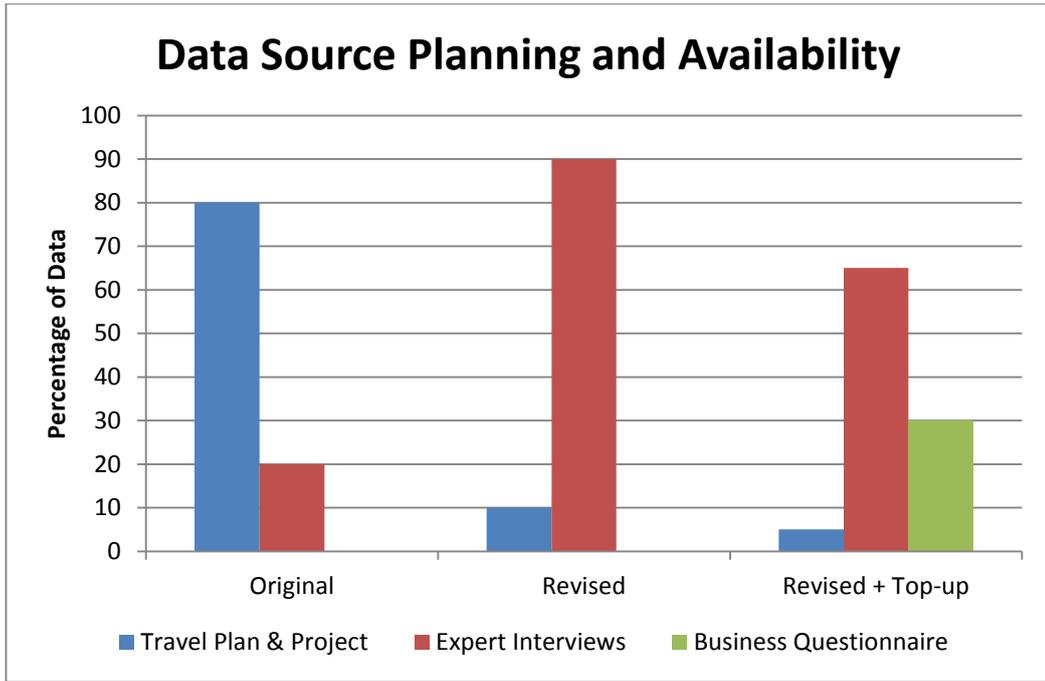
Figure 3.1 Data Source Planning and Availability

3.1.1 Available Quantitative Data

Only one source of secondary quantitative data was available at the conclusion of FWTW; eligibility forms signed by each business that registered, consisting of basic business statistics. This included when they signed up, their location and number of employees. This source provided an indication as to when businesses signed up in relation to marketing practices, newspaper marketing and email shots, as well as where the businesses that signed up were located, identifying if there were issues reaching certain areas.

3.1.2 Unavailable Quantitative Data

Data that was envisaged to be utilised within this research but did not materialise is described in detail (Table 3.1) to provide a view of the original ambitions of this research thesis.

Table 3.1 Unavailable data sources

Data Source	Description	Rationale	Unavailability Explanation
Travel Surveys	Travel Survey data should have been collected before and after the FWTW travel interventions to monitor how people had changed their method of travel. Each business engaged with FWTW had to complete a site audit, to gain a picture of the geographical and infrastructure status of the business' site and a staff questionnaire (Appendix 8.4), to gain an insight in to the way the business' staff moved around for both commuting and business travel.	It was the aim of FWTW to see a visible reduction in single occupancy private car use, and an increase in other more sustainable methods. Previously, after behaviour change projects have been implemented, surveys are circulated to the target population to measure the effectiveness (Department for Transport, 2008b).	From the beginning of FWTW until the second year, this process was compulsory for businesses. This proved to be of detriment to the project as businesses did not want to commit resources to undertake this task and so deterred them from becoming engaged. Very soon it became apparent this would not be a sustainable methodology, and so the process of completing a site audit and circulating a staff questionnaire became optional. Of those businesses that conducted questionnaire distribution and developed TPs, none of them completed the review period and so that data was simply unavailable.
M-Ticketing	Employees working specifically for a business that signed up to FWTW would receive promotional codes via the bespoke project m-ticketing app to provide them with a discount when using the local buses.	The number of codes activated would show how many people, as a direct result of FWTW, were using the bus. This method of evaluation would show the combined effect of marketing, discounts	Owing to the serious technological issues with developing the app, this became not only an unreliable data-source for this research project, but failed to reach its potential as a national pilot project or

		and a new mobile app, in line with previous projects measuring public transport patronage (Bamberg & Moser, 2008).	exemplar of good practice. The farthest point the app-testing reached was a trial conducted on the University of Hertfordshire Park and Ride service for staff and students only. Therefore, this was no longer an option for data collection.
Emission Zone Monitoring	St Albans City and District Council have an air quality monitoring station at one of the most congested junctions in the UK, based near the centre of the city (St Albans District Council, 2009). Using air quality data to measure a specific transport intervention is not completely accurate as any changes would be an accumulation of factors, not just the impacts of the FWTW initiatives. Multiple low-carbon initiatives, including public transport promotion conducted by Network St Albans, could have caused changes. Although slightly problematic for this research, this indicator would have given a holistic picture of all the positive initiatives underway in St Albans, providing a wider context for this research.	Data from this monitoring station could have been used to see if air quality has improved during the duration of FWTW. The amount of pollutants in the atmosphere should have reduced month on month in correlation to less cars occupying the roads, especially during peak times. With a significant volume of St Albans traffic travelling through the centre, any tangible fluctuations should have been detected. If the goal of "reducing transport related carbon emissions by 10%" for businesses within St Albans was achieved, there's a chance a change in emissions would be seen. This correlates with guidance on how businesses should measure their	FWTW was later rolled out across Hertfordshire and so this was no longer considered a viable indicator for the effectiveness of the project and therefore was not used for this research. Had the scope of the project remained in St Albans, this data would have been used.

		emissions (DEFRA, 2009).	
Cycle2Work Scheme	The Cycle to Work scheme provided employees with the opportunity to purchase a cycle and equipment on a monthly basis direct from their salary, paying less income tax whilst both the employee and employer pay less National Insurance. FWTW officers would have been included in any Cycle to Work applications and therefore would know how many employees from the various businesses had used the scheme, providing this research with an accurate description of the number of people who purchased bicycles as a direct result of FWTW awareness raising. Follow-up surveys would then have been conducted to determine how often those individuals were using their new sustainable mode, and more importantly, what mode of transport they were using prior.	Uptake of the scheme meant that employees made a commitment to purchasing a new bicycle and should have encouraged them to use the bicycle over short commuter distances (Department for Transport, 2012). The Cycle to Work scheme is important to monitor in all TPs and subsequent employee questionnaires as demonstrated by one case study, Southend on Sea Borough Council, who provide assistance for local businesses adopting TPs (Southend on Sea Borough Council, 2014).	Unfortunately, with the latter inclusion of match-funding grants becoming available to businesses, no employees took part in the Cycle to Work scheme. A small number of bicycles were purchased, but the 50 per cent match funded grant was significantly more appealing than the Cycle to Work scheme due to the higher monetary savings. Therefore, this method of data collection became redundant two thirds of the way through the project.

Due to the issues mentioned in Section 3.1, quantitative data collected during the course of FWTW could no longer be relied upon for the purposes of this research. Therefore, Semi-Structured Interviews were developed to seek some of the data otherwise missing. This is described in more detail in the following section.

3.2   Qualitative Semi-Structured Interviews

Qualitative data is important as it can offer in-depth analysis of schemes or projects and is increasingly used when other quantitative datasets are inaccurate, statistically insignificant or unavailable (Lucas, 2013). This approach allowed for individuals with detailed knowledge of TPs and local businesses to offer valuable feedback on the scheme, also allowing for comparison to a wider range of initiatives or other ideas that would not have been gathered through quantitative data.

Data were gathered by formally interviewing professionals directly involved with FWTW in an interview setting. The expert views of 'how well the scheme was conducted' and 'which aspects of the project were its main assets and weaknesses' was collected. The interviews took place either in person or over the telephone and were recorded on a Smartphone device for later transcription.

A number of businesses that took part in the scheme were also approached and asked to participate (although their participation was always less likely than current or previous colleagues). Discovering business perspectives was important to prove whether a value in the project existed, and this informing future spending decisions.

Although it was unfortunate that the quantitative data did not materialise as originally envisaged, this provided an opportunity to develop an alternative approach. Should the basis of this research project have focussed around quantitative data collected in a short window for each business, results may have been skewed by short-term factors such as staff enthusiasm (or lack of) for the scheme. All of the individuals interviewed had significant time to reflect on the effects of the project, including its successes and shortfalls. For example, enough time had passed for the businesses interviewed to see any behaviour changes still apparent within the employees, as opposed to being happy about recently received grants. Also, experts would have completed any project reviews, including possibly taking part in the official project review, therefore developing a view on FWTW as a whole. Should the interviews have taken place during FWTW, results would have been skewed depending on current activities/moods.

3.2.1 Interview Structure

A series of open questions were asked to the interviewees (Section 3.2.2). These interviews were either conducted in person or over the telephone if distance or time constraints were an issue. They were then transcribed to include all relevant material considering the aims of the project (for example, gestures and expressions were not necessary and so were not transcribed (Bailey, 2008)) and analysed for common themes (Section 3.2.3). The questions were designed to be concise so as to extract as much information as possible in the time allotted by working professionals, without delving in to unnecessary detail (Ives, 1972).

It was decided that two different lines of questioning should be conducted, as there were two distinct categories of interviewees (Section 3.2.2). Certain questions needed be to put to businesses representatives taking part in the interviews. For example, the question 'why did/didn't your business sign up to the project?' can only be answered by business representatives. Other questions yielded valuable data only when answered by leading experts. However, each topic that a specific line of questioning was aiming to explore was discussed with both professionals and business representatives (Figure 3.2). This was to ensure a fair balance of information based on the questions answered by all participants. This approach should have ensured maximum value was obtained from the time available from the interviewees (Jones, 2013). Coding was used to determine which group of respondents should answer each question (Table 3.2).

Table 3.2 Question coding depending on interviewee's background

Code	Description
ALL	Questions will be asked to all respondents
BUS	Questions will be asked only to those who are part of a business that signed up to Fresh ways to Work
EXP	Questions will be asked only to experts selected for this process who do not represent a business signed up to the project.

The interviews proceeded with a dialogue between the interviewer and interviewee, with the former providing a brief recap of FWTW. Without this introduction, interviewees may have forgotten the aims, objectives and incentives of the project. The interviewer then moved on to asking seven open questions to each representative (as outlined in Table 3.3).

Table 3.3 Interview questions, target interviewees and question rationale

Group	Question	Question rationale
ALL	What did Fresh Ways to Work achieve?	*Generic question to determine overall success of project before drilling down to the specific components. Also an opportunity to discuss Fresh Ways to Work's aims and objectives, alternate ones could be discussed.*
BUS	Why did/didn't your business sign up to the project?	*This question should go some way to outlining the benefit/shortfalls of the project for the individual businesses*
ALL	What external factors contributed to your business/businesses opting either to take part in the project or not?	*It is known by the project team that it was a significantly greater struggle to sign-up the number of businesses targeted at the offset than was predicted. This question aims to explain why that happened, but also explore external pressures to encourage businesses to take part in the scheme.*
BUS	What benefits (if any) did the project bring to your business?	*Benefits, both those that were planned (i.e. incentives) and those that potentially weren't will be identified here, allowing the merits of the project to be drawn out.*
BUS	What benefits or incentives that were not part of the package would you have liked Fresh Ways to Work to realistically offer your business?	*This will identify on a singular business level exactly what was missing. This may be specific green travel incentives that were overlooked, or could contain ideas for expanding the project from its remit.*
BUS	What would be the best way for a Project Officer to contact you with future schemes?	*Purely to determine if the avenues of business engagement were correct. This will also determine which methods businesses prefer to be contacted by.*
EXP	For those businesses that did not take part, what could have been changed to encourage them to join the	*There were a small number of businesses that either failed to take part despite saying they would, or thought it was a good idea but did not want to participate. This question seeks to investigate this grey*

	scheme?	*area, exploring both the certain business perspectives that may have been present, but also the understanding of those factors by those being questioned.*
EXP	Were the avenues of business engagement correct and if so, were they as effective as they could have been?	*This will identify if there were any mistakes that led to a lack of uptake as opposed to the offering of the project. Although it is known that a change in communication methodology upped responses, this will be explored further in this question.*
EXP	Were the incentives offered to businesses as part of Fresh Ways to Work suitable, and did they perform to their potential?	*Incentives of note will be identified here, assumingly the ones that were both positive and negative. Others will be raised by the interviewer to remind participants and gain views.*
EXP	What could have been done to encourage more businesses to get involved in the project from the start?	*This will identify failings that were inherent from the beginning of the project, without drawing in external factors that have already been covered. There may also be a consensus that nothing could have been done to make the project a resounding success.*
ALL	Knowing what you know now, would you run/sign-up to the project again?	*Final question, aimed to gain ideas from the participants instead of just reflecting on events. Other initiatives may be suggested that were not considered.*

The questions described in Table 3.3 actively sought to answer a number of the objectives described in Section 1.2. Those that are not directly answered by this primary source of data are addressed by other means. Each interviewee was asked the same number of questions regardless of whether they represented a business or were an expert in their field (Figure 3.2).

Businesses	All	Experts
	What did Fresh Ways to Work achieve?	
Why did/didn't your business sign up to the project?		What could have been done to encourage more businesses to get involved from the start?
	What external factors contributed to your business / businesses opting either to take part in the project or not?	
What benefits (if any) did the project bring to your business?		Were the incentives offered to businesses as part of Fresh Ways to Work suitable, and did they perform to their potential?
What benefits or incentives that were not part of the package would you have liked Fresh Ways to Work to realistically offer your business?		For those businesses that did not take part, what could have been changed to encourage them to join the scheme?
What would be the best way for a project officer to contact you with future schemes?		Were the avenues of business engagement correct and if so, were they as effective as they could have been?
	Knowing what you know now, would you run / sign-up to the project again?	

Figure 3.2 Graphic display of interview questions including wording variations

3.2.2   Interviewees

There were a number of people that were either directly or indirectly involved with FWTW, who offered their invaluable knowledge and experience. The interviewees were from a diverse background including both business representatives and local experts. Their experience ranged from involvement or knowledge on similar initiatives, their general understanding of St Albans and/or Hertfordshire, the local transport network, the field of Travel Planning and modal shift in general, or the specifics of the project. Due to the nature of the ethics approval for this research and to encourage honesty from the interviewees, all direct quotes were made anonymous.

[EXP] Executive Director of Campaign for Better Transport (CBT).

The Executive Director of CBT is a highly respected figure within the public transport sector. They possess a formidable understanding of the UK's public transport situation as a whole, but have a particular interest in St Albans. First, they are the Chair of Network St Albans (described in Section 3.4.3). Second, they reside in St Albans and are therefore familiar with the transportation issues in the area. Third, being the Executive Director of a national charity for a number of years means that they have an understanding of the UK as a whole and how FWTW is innovative and new. Those factors mean they offered a view external to the project, but had a transport grounding and knowledge of challenges facing the sector.

[EXP] Travel Plan Coordinator for the University of Hertfordshire.

The TP Coordinator for the University had been crucial in the construction and implementation of many of the initiatives in St Albans (and indeed Hertfordshire), particularly the setting up and running of Network St Albans (Section 3.4.3). Their knowledge also extended to organisational TPs, having had a major role not only in the University's TP, but also in developing the TPs for companies external to the University. Although TPs for large companies can vary greatly to those for SMEs, their detailed knowledge of the project made them a vital interview candidate. They are also well versed in encouraging (and the difficulties associated with) behaviour change amongst staff, therefore maintaining a realistic perspective on the ability of FWTW achieving meaningful trip reduction/change.

[EXP] Fresh Ways to Work Hertfordshire Project Manager.

This role involved managing the Project Officers, meeting with partners and ensuring the project was delivering its aims and objectives (to the best of its ability). This individual's background includes working for the East of England Development Agency (the funding body that awarded the Eastern Region Development Fund necessary for FWTW), furthering their

suitability for this study. They also had a detailed understanding of how businesses operate and worked closely with various Chambers of Commerce. With this experience, they had the ability to compare detailed understanding of FWTW with other similar schemes.

[EXP] Business engagement consultant temporarily employed by FWTW.

This individual became involved in the project with approximately six months remaining. Their remit was to increase business engagement, review marketing practices and ensure more businesses signed up to FWTW. Their background included working as Business Development Manager at Business Link, a government-funded advice service designed to aid local businesses in becoming successful (Mole, Hart, Roper, & Saal, 2009). This individual's engagement in FWTW led to a dramatic increase in uptake due to improving the project offer to businesses and deploying effective marketing strategies - something that was missing from the offset. Their critical views proved invaluable for this project so as to align thoughts with those of the businesses. The team were now able to understand what businesses wanted from the project. These views were essential for this research as they were critical of the processes and marketing material.

[EXP] Fresh Ways to Work Suffolk and Overall Project Manager.

The overall Project Manager was effectively was in charge of both the Suffolk side of the project, but also oversaw the Hertfordshire activities (although the daily management was the responsibility of the Hertfordshire Project Officer). They were involved with FWTW from the start of the project and as overall manager, they were more informed than anyone on the issues faced and the complexities of the project. They also took the managerial decision to employ a consultant within Suffolk to deliver the latter stages of FWTW, a decision that somewhat improved the results in that area. Their feedback relates more to the Suffolk aspect of the project, giving a different perspective on actions taken and lessons learnt that otherwise might not have been covered.

[EXP] Business Travel Advisor for Hertfordshire County Council.

The Business Travel Advisor was assigned the overarching role of supervising the FWTW project at County Council level. Although not involved in the project directly, their expertise in business travel and TPs was crucial to the success of the project. The council could also take some of the lessons learnt throughout the course of the project and deploy them in other projects or initiatives. Their knowledge of Hertfordshire and local issues was important to explaining some of the trends seen whist the project was underway.

[BUS] Managing Director of Cheeky Munkey (St Albans IT SME) and former St Albans Chamber of Commerce Leader.

This individual was a business owner that saw the benefits of FWTW for their business and employees, and also actively promoted the scheme to other businesses within the St Albans Chamber of Commerce. Their wider expertise outside of being a business owner (notably sitting on the Local Enterprise Partnership (LEP) board) meant they provided a unique perspective on the scheme and could potentially identify areas where the scheme could have been improved to suit more businesses. They were also present on the panel of an event run by FWTW, discussing the benefits of Travel Planning to the wider public.

[BUS] Managing Director of Bodet UK.

This individual was one of the Managing Directors who signed up to FWTW very late in the project, possibly enticed by the match-funded grants being offered. However, they were positive about the project and took an active role in developing it for their company. Being someone who signed up once the offer was improved, their insight was useful. Out of all the business representatives interviewed, this individual was the one who most represents a "normal business" with no prior green initiatives undertaken and involved in no wider networks. Therefore they were the least biased business representative interviewed.

[BUS & EXP] Director of Environmental Population

This individual is the founding member of Environmental Population, a company set up to bring together the business community and aid members to become more environmentally sustainable. Environmental Population provided the link to many businesses signed up to FWTW, and was also a member themselves. This individuals experience both as a business owner & entrepreneur, but also with working with businesses to actively encourage sustainable business practices, means they were a prime candidate to offer multiple viewpoints on the project.

[EXP] Director of Cycle Experience

This person is the Director of a St Albans business that signed up to FWTW and took advantage of the grant offer. As a business that was convinced to sign-up to the project, they had insights in to the benefits that appealed to them and the business. Their business specialises in providing cycle training to individuals and businesses, and so were already well versed in the benefits of travelling via that sustainable mode.

3.2.3   Thematic Analysis

Thematic Analysis was used to process, segment, categorise and re-link qualitative data in order to break down, simplify, explain and perform subsequent analysis on primary data (Grbich, 2007). This was accomplished firstly by transcribing the interviews recorded as described in Section 3.2. In order to maintain anonymity within the responses, an extract of an interview transcription is provided (Appendix 8.5). Each interview transcription was organised in such a way that allowed easy navigation (as advised by Matthews & Ross, 2010). This was achieved by numbering each paragraph according to the timestamp on the recording.

Thematic Analysis was then used to analyse the qualitative interview response data through identifying common themes, categories and sub categories within the responses (as described in Section 4.2). This was achieved by sifting through each interview transcription and identifying each piece of information that would likely relate to the aims and objectives of this research project. Those pieces of information were then numbered and extracted in to a separate document. Within that document, each extract was organised and categorised to define the research projects categories (following the example of Ritchie & Lewis, 2003). Out of those categories, many fitted in to overarching themes which were then defined and named. This process aligns with the six phases of conducting thematic analysis according to Braun & Clarke (2006). The results of this process, along with graphical representations, are presented in Section 4.2.

In the interest of ensuring minimal bias from the researcher, a 'bottom-up' approach was adopted, as is common within thematic analysis, to ensure the themes of the research were not based upon existing preconceptions of the researcher (Braun & Clarke, 2006). This was a positive approach, as upon reflection, the themes would have been different if decided upon prior to the data collection beginning as a result of being influenced by the researcher, meaning inaccuracies and unfair weighting of certain categories.

As part of the thematic analysis, the themes and subsequent categories formed the basis for the discussion (as suggested by Boyatzis, 1998). It is important that all identified themes were explored and that contrasting views presented e.g. the theme 'incentives' included conflicting opinions from different businesses identifying the same incentive as both positive and negative. These conflicting opinions added to the richness and diversity of the qualitative data obtained, and therefore improved the overall experience and understanding of the contrasting issues that affect this subject. Without thematic analysis, the responses could remain purely

descriptive and it would be extremely difficult to describe conflicting opinions within the responses.

Thematic Analysis is limited in that data extracted can be lacking in specifics and direction. One approach to overcome this limitation is for the researcher to be familiar with the data collected and topic area. This allows easier navigation of the large volume of data that accompanies qualitative research, as opposed to quantitative approaches where the researcher can often be distanced from the intricacies of their dataset (Howitt, 2010). This research overcame this by deploying an embedded researcher approach, which was deemed beneficial to this method of analysis, because it allowed the researcher to better immerse themselves in the process as their role allowed.

It is also important to note that Thematic Analysis is ideal for researchers new to qualitative research, as it is useful for developing analyses suited for informing policy development. It is also flexible and can usefully summarise key features within masses of information (Braun & Clarke, 2006). These factors made Thematic Analysis extremely well suited for this research project as it should inform future projects of a similar topic.

The steps undertaken to reach the finished results are described in Section 4.2. Thematic Analysis begins as soon as interview transcriptions are completed; therefore it would be inappropriate to show these steps within the methodology as they are unique to the research project and contain various tiers within the results.

3.2.4   Interview Limitations

Through speaking to adopters of the FWTW project, there is the possibility that erroneous data can be collected. For example, employers may have been keen to praise the scheme and perhaps exaggerate its effectiveness, or conversely felt that FWTW was not working as they had hoped and take a negative stance. There is also the possibility that responses may have been skewed by the fact that all respondents knew the interviewer on a professional level. This should have been somewhat negated by assuring the interviewees that information was purely for research and in no way related to FWTW itself, and would remain completely anonymous.

It has been identified that none of the interviewees (Section 3.2.2) provided a balance to the research in terms of offering the perspective of someone who did not sign up. Although effort was made (in the form of emails) to attempt to speak to individuals with that opinion, the fact is, that if they would not sign up to a free project offering all of the benefits that FWTW did, they were not inclined to participate in a voluntary interview. It is for this reason, that first, the

questions were designed to draw out the negative aspects of the project, and second, that specific contributors would hopefully have offered more rounded opinions given their business backgrounds.

3.3   Business Questionnaires

The final form of primary data collected was the business questionnaires (Appendix 8.6). This questionnaire was designed to illicit responses from FWTW business representatives regarding their business priorities and components of the project such as the incentives, administration and aims. These questionnaires were completed over the telephone which ensured a high response rate. Email and paper copies were available, but none requested (all participants preferred to complete the questionnaire straight away over the phone). All responses were obtained between November and December 2014. The questionnaire itself was kept to two pages of A4 and designed to take less than 15 minutes to complete (Section 3.3.1 describes the questions asked and why).

3.3.1 Questionnaire Structure

The survey asked the questions outlined in Table 3.4, which also includes the options for the closed questions and a rationale for each question.

Table 3.4 Business Survey Questions

Question	Response options/details	Question rationale
Q1) Indicate the level of involvement between your business and Fresh Ways to Work.	• Very involved (regular communication with officers and uptake of initiative(s)) • Moderately involved (occasional communication with officers and uptake of initiative(s)) • Slightly involved (rare communication with officers) • Not at all involved (no communication with officers except for sign-up) • I do not remember my business signing up to Fresh Ways to Work	Initial question to determine how engaged the business was with Fresh Ways to Work. A positive correlation would be expected between how involved a business was and how highly it ranked the various incentives.
Q1a) (For those that answered 'slightly' or 'not at all' for Q1) - Why did your business choose to not make use of the incentives?	• The incentives didn't interest my business • No one in my business had the time to pursue this • It was difficult to contact the project officers • I initially thought Fresh Ways to Work could help my business, but it couldn't • Other (please describe)	An attempt to seek out why businesses signed up to the project but then did nothing. This question could highlight reasons otherwise not considered by the interviews.
Q2) On a scale of 1 to 5, where 1 means not at all beneficial to my business and 5 meaning completely beneficial to my	a) Free Personalised Travel Planning b) 50% Match Funded Grants to implement green travel initiatives c) Discounts on the local buses d) Free trial membership to Environmental	Measuring the strengths and weaknesses of the project, determining which incentives should be included in future projects and which would need improvement or scrapping.

business please rate the following.	Population e) Freebies including high-vis jackets, bicycle reflectors, pens, post-its and mugs f) Improved Green Credentials	
Q3) What other incentives could Fresh Ways to Work have offered to benefit and engage your business?	Open question, verbal response required	An attempt to see whether businesses that respond negatively to the incentives in Q2 had alternative incentives they would have preferred.
Q4) Could Fresh Ways to Work have done more to help your business reduce its transport carbon footprint?	a. Yes (what?) b. No (why not?) Explanation of choice required	Steering away from the incentives, this seeks to answer if anything more over-arching was missed by the project, whilst ensuring the respondent knows to keep transport in their mind.
Q5) What would encourage your business to take part in a travel planning project in the future that has not already been described as an incentive of the project?	Open question, verbal response required	This looks at the scope of the project (as some interviewees discussed widening the scope) to see if businesses have ideas on how to engage with the market.
Q6 & 7) On a scale of 1 to 10, 1 being no desire at all and 10 being absolutely essential, please rank the following.	• the desire for your business to reduce its emissions and become more environmentally friendly • the desire for your business to reduce specifically its transport related emissions	An attempt to determine where the issues of environmental harm and car emissions rank on business agendas.
Q8) Please describe your opinion	Open question, verbal response required	An attempt to elicit any further information the

of Fresh Ways to Work in your own words.		businesses feel important that wasn't covered in previous questions.
Q9) If Fresh Ways to Work were to run again, would you commit your business to taking part?	a. Yes (why?) b. No (why?) Explanation of choice required	A final question to determine whether the businesses think being involved in such a project is worthwhile, despite the limitations of FWTW.
Q10) What is the name of your business (optional)?	Open question	For record purposes.
Q11) What is your role within your business (optional)?	Open question	For record purposes.

3.3.2   Questionnaire Analysis

A small number of businesses were in a position to answer the business questionnaire as each one had to have signed up to FWTW. Therefore, a 100 per cent response rate would have yielded 60 responses. This is a small number when considering statistical significance tests, and therefore it was not anticipated that statistical significance would be undertaken (although it was investigated). All responses were input in to a SPSS database.

For the qualitative questions, responses are summarised and reported upon, with common themes extracted. Important information is highlighted, for example, new information not uncovered in the interviews, or items that conflict with existing data. The quantitative question responses are shown in chart form and visually analysed.

3.4   Case Study: Fresh Ways to Work (FWTW)

Fresh Ways to Work was originally designed to provide support to businesses specifically within the city of St Albans. The geographical catchment area for the project was expanded (in the first instance) to the District of St Albans, then all of Hertfordshire in the latter stages of the project (expanded upon later). This posed a research challenge, as the location of a business affects its motivation for implementing green travel initiatives (Coleman, 2000). Companies in city areas typically state traffic congestion and delays as their main negative experience, whereas areas outside the city suffer more from increasing costs from car travel, although in general experience fewer issues.

Hertfordshire was one of eleven areas included within the remit of the East of England Development Agency (EEDA) in 2009 (Figure 3.3). Hertfordshire contains Ten Districts or Boroughs, one city (St Albans) and a number of towns and villages (Hertfordshire County Council, 2011) (Figure 3.4). The county benefits from being adjacent to Greater London with many areas serving as commuter towns. The area is well served with rail routes serving many popular London terminals (Figure 3.5) as well as including good road networks including several motorways (Hertfordshire County Council, 2008a). Building density is greater towards the south of the county (Figure 3.6) and around main roads (Figure 3.7). This demonstrates the influence of London on satellite commuter towns and also the ability to travel to neighbouring areas via the private car.
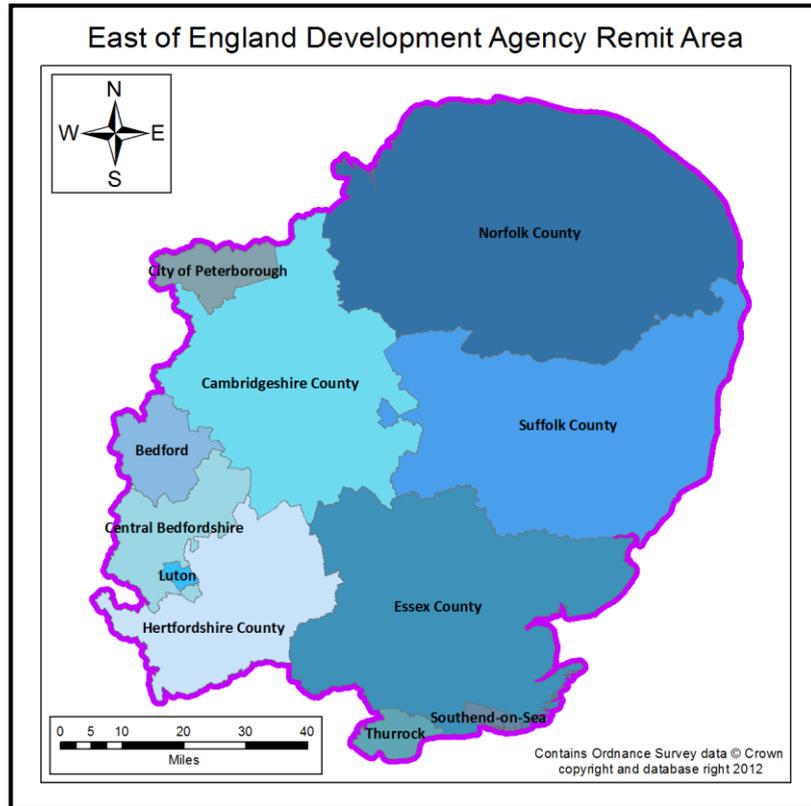
Figure 3.3 Map of EEDA's Counties and Unitary Authorities.
(Author, 2012)
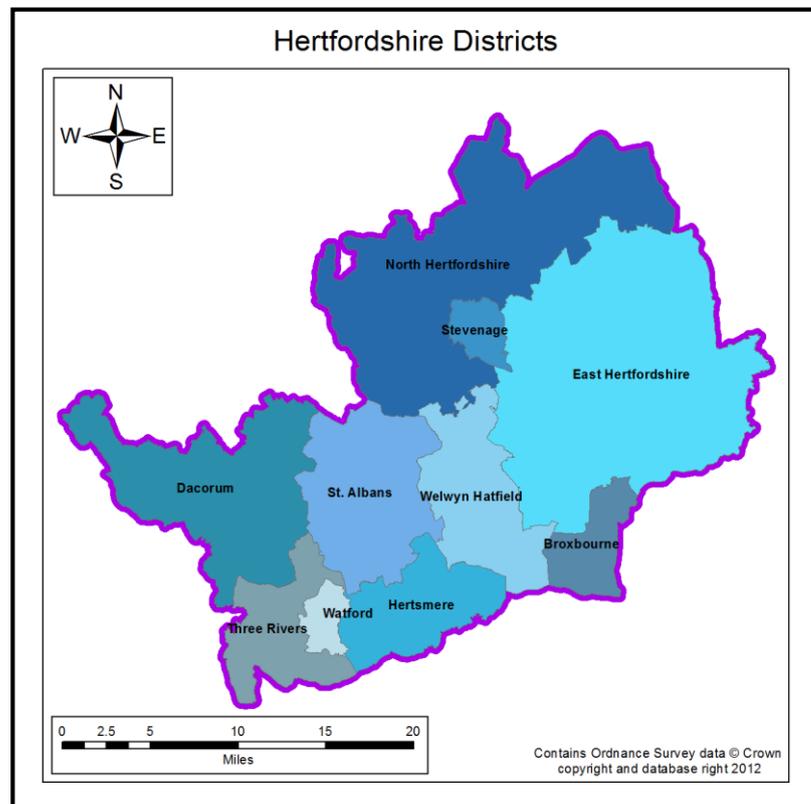
Figure 3.4 Map of Hertfordshire's ten Districts & Boroughs.
(Author 2012)
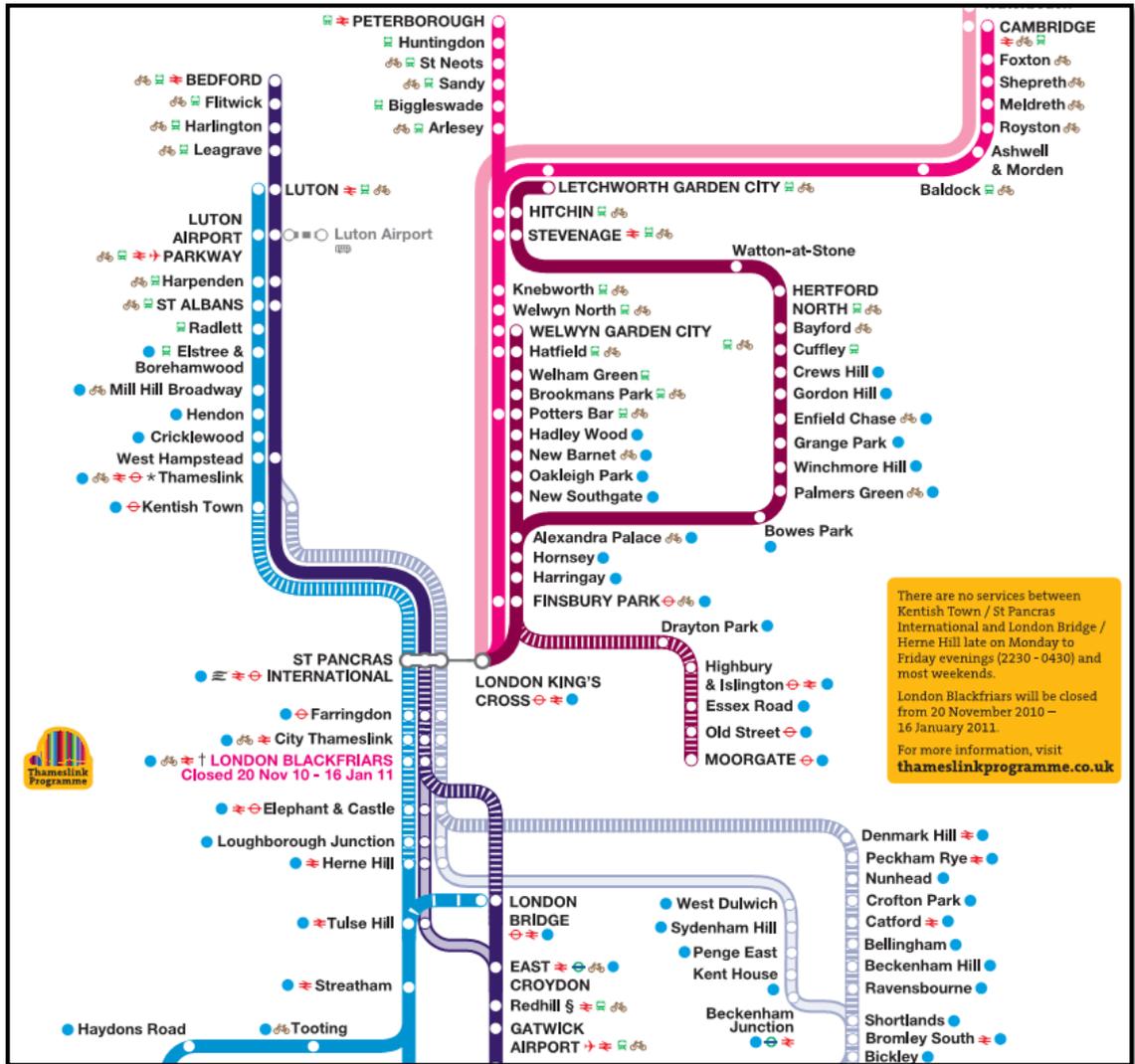
Figure 3.5 Map showing connections to St Albans city railway station and other stations

(First Capital Connect, 2014)
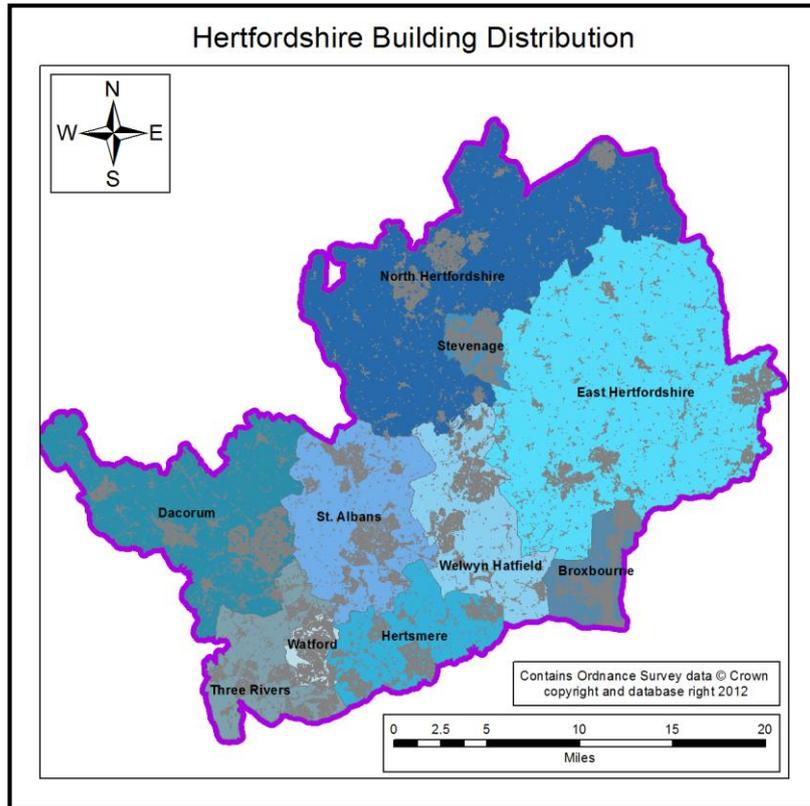
Figure 3.6 Map of building distribution within Hertfordshire
(Author 2012)
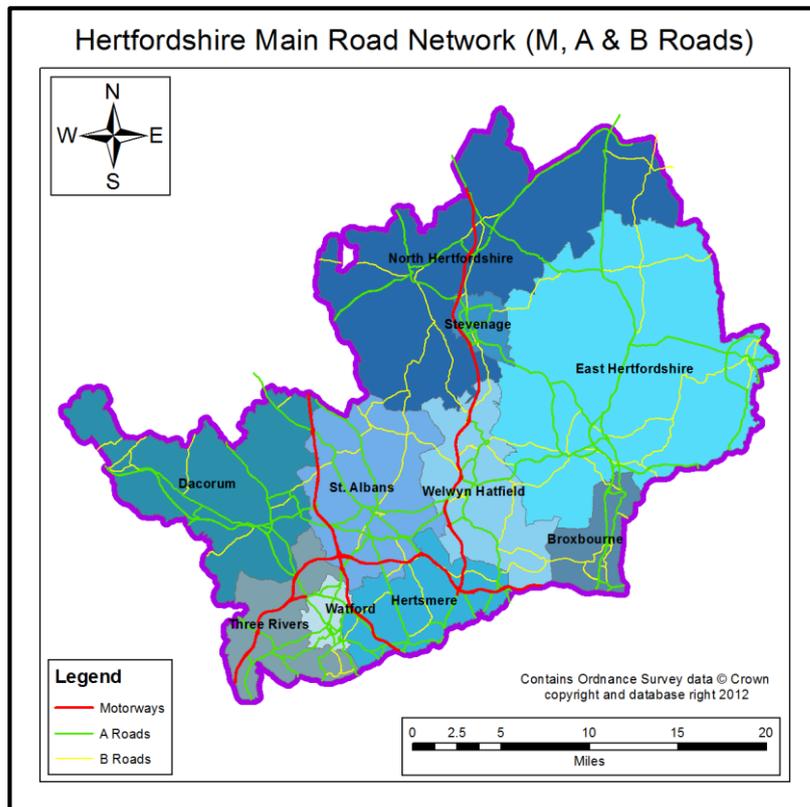
Figure 3.7 Map of Motorways, A roads and B roads in Hertfordshire.
(Author 2012)

The City and District of St Albans is located in central Hertfordshire, 20 miles North of Central London (Hertfordshire County Council, 2011) (St Albans City and District Council, 2010). St Albans District is home to 130,000 residents with 54 per cent of these living within the city area (Urban Practitioners, 2009). A number of major transport corridors pass through the District including two railway lines (Figure 3.5). East-West transport is reliant on private transport or the use of local bus services.

St Albans also has a highly skilled population, with 48 per cent of people aged between 16 and 64 with level 4 or higher qualifications, compared to 28 per cent for Hertfordshire and 31 per cent for England (Office for National Statistics, 2012a). Unemployment is low in St Albans and Hertfordshire (5.6 per cent and 5.8 per cent respectively) when compared with England (eight percent) with people receiving approximately £206 per month more in wages than the average for England and £116 more than Hertfordshire (Office for National Statistics, 2012c). These factors mean that car ownership is higher, as is the resultant traffic congestion and pollution (Hertfordshire County Council, 2008b).

3.4.1 Fresh Ways to Work

Fresh Ways to Work was an innovative new scheme originally conducted in the Cities of St Albans and Ipswich, part funded by the European Union (EU) via the East of England Development Agency (EEDA). The agency's remit was to further regional economic development and competitiveness, increasing employment opportunities and skills whilst contributing to environmental sustainability (National Audit Office, 2006). Comparatively, FWTW's overarching aim was to provide a total of 160 SMEs (80 in each city), with free personalised Travel Plans (TPs) (Lee, 2010).

The aims of the project were to:

- provide each SME with up to £10,000 worth of free Travel Planning advice and support
- reduce the carbon emissions of each business by 10 per cent over the course of the project
- save each business around £10,000 per year on transport costs.

Fresh Ways to Work also looked to achieve the following broad objectives for each SME:

- aid staff recruitment and retention
- maintain a fit, healthy and happy workforce
- reduce sick leave and increase productivity through flexible working hours
- help demonstrate Corporate Social Responsibility (CSR)
- reduce the need for parking facilities.

This project was the first of its kind in the UK, aiming to provide TPs for a number of SMEs within a defined area had never been attempted before (Lee, 2010). Travel Plans are more prevalent with larger organisations, as they are more likely to provide resources to fund large projects and are keen to be seen leading on CSR (Cairns, *et al.*, 2004 & Cairns, *et al.*, 2008). St Albans was chosen as a target area for the project due to its active work in developing Quality Partnerships (Network St Albans) with local transport operators.

Small and Medium Sized Enterprises account for a large proportion of UK businesses, even more so in St Albans where 75 per cent of businesses have between one and four employees (compared to 70 per cent in the East of England and 69 per cent in England) (Office for National Statistics, 2012a). Only one percent of St Albans businesses have more than 100 employees, compared to 1.5 percent in England. Before FWTW, SMEs had been offered limited assistance in developing TPs, with Local Authority schemes usually aimed at higher profile businesses (Cairns, et al., 2004). According to Bradford & Fraser (2008), SMEs have typically been overlooked by policy makers despite them offering significant potential for Green House Emissions reductions. This is due to a number of factors including:

- SMEs are a hard-to-reach population with few avenues of communication available when compared with larger businesses
- larger businesses are capable of demonstrating a higher cost-benefit ratio, with more people available for the dissemination of information
- schemes such as car-sharing or cycle challenges gain more momentum and value in larger businesses (unless a high number of employees within small businesses contained within a small geographical area can join in a partnership)

For many smaller businesses, especially during times of economic difficulty, CSR can be perceived as being the domain of big business, with some businesses believing they lack the resources to formalise their CSR activities and seek certification (Transport for London, 2009). This is further demonstrated by the fact that SMEs with over 100 employees are more likely to

undertake CSR commitments compared to those with less than 100. For example, within the businesses surveyed for the Enterprise initiatives based in London, 35 per cent of employees based in a company with between 100-249 employees had access to walking maps, compared to 7-8 per cent for those with between 20-49 and 50-99 (Transport for London, 2009).

Little research has been conducted to understand the affects that SMEs have on emissions, even though they account for 59 per cent of employment and 49 per cent of annual turnover in the UK (Rhodes, 2012). Therefore, few SMEs have undertaken steps to measure and/or reduce their carbon emissions, particularly in relation to transport (Rye, 2002) (Atkins, 2009). This is possibly owing to it not being considered a direct result of conducting business in comparison to emissions from manufacturing or electrical usage. Therefore, the success of projects such as FWTW are essential if the UK is to manage its carbon emissions and heed the warnings of the Stern Review (Stern, 2006).

Fresh Ways to Work, although unique in many ways, also has similarities to other projects. Local TP groups have been created before between businesses within a given area that have adopted TPs. The idea is to share resources and ideas to encourage employees to travel more sustainably, the same aim that FWTW had (Enoch & Zhang, 2011).

Furthermore, with FWTW being funded through EEDA, the project aimed to help the regions remit to improve economic growth whilst reducing CO_2emissions. As transport is a major contributor to CO_2 and other pollutants, it is essential for businesses to reduce their environmental impacts. One way of doing this is by reducing the need for travel (East of England Development Agency, 2008).

Background research undertaken prior to FWTW's implementation suggested that 72 per cent of Directors and Senior Managers would take advantage of travel planning support should it be offered to them free of charge (Lee, 2010). Fifty Three per cent of respondents were unaware of workplace TPs and 19per cent of respondents were aware of TPs, but chose not to adopt one. The proposal suggested that the support and added incentives of FWTW should ensure uptake by businesses, which this project aim was to evaluate.

The project also encompassed extensive marketing including developing a bespoke brand and a budget for placing adverts in local media (Figure 3.8). It was recognised that for a project to be successful, marketing and building a brand would be key. Focus groups were setup to discuss with business representatives ideas for marketing, and a suitable range of material was developed.

Figure 3.8 The Fresh Ways to Work slogan with colour scheme and logo
(Fresh Ways to Work, 2011)

Other marketing media were undertaken, some planned from the start of the project and others that were adopted when uptake was proving difficult. Marketing media included advertising in local papers, magazines, trade press, a guest spot on local radio, a letter sent out to all St Albans businesses accompanying their business rates information, attendance at various networking events, cold calling, promotion through local authorities and on-board bus advertising.

Other incentives offered as a direct result of FWTW included (Fresh Ways to Work , 2012):

- Discounts on bicycles, bicycle equipment and proficiency training costs.

- Discounts on certain public transport tickets, including monthly Arriva tickets

- Access to free goods consisting of fluorescent jackets, bicycle reflectors, pens, post-its, travel mugs, normal mugs and lapel badges.

- £1,000 of match funding available for each project a business develops that meets the overarching objectives of FWTW. This includes inputting cycle racks or pool bicycles, implementing teleworking or teleconferencing facilities.

- A certificate of participation authorised and signed by the County Council to provide businesses with the opportunity to market their green credentials to both potential customers and their staff

- A listing on the University of Hertfordshire's website detailing their participation in the project, portraying them as an exemplar to other businesses and those in the sustainable community.

3.4.2   St Albans and Small and Medium Sized Enterprises (SMEs)

St Albans is known to be a commuter town for residents that work within the London area, with 51 per cent of the total population travelling to other areas for work. Around 45 per cent of the District's 60,000 (approx.) jobs are filled by people living outside the District, notably in surrounding Districts and Counties (St Albans City and District Council, 2011). The main assets of the local economy include research and development, office, retail, consultancy, freelance and tourism. There were many local, regional and national organisations involved in St Albans to help economic development including Business Link East (regional) and the St Albans Chamber of Commerce (local).

St Albans' economy is largely dominated by small businesses with only around 30 employers employing more than 100 staff (St Albans City and District Council, 2010) (Figure 3.9). There were around 7,500 businesses within St Albans, with the leading sectors for employment being Professional, Scientific and Technical (1,700 employees) and Information and Communication (890) (Office for National Statistics, 2010). From these businesses, approximately 5,700 have between one and four employees, and 930 have between five and nine employees, meaning that a significant number of businesses, although eligible, have limited potential for making a significant difference to reducing carbon emissions due to a low number of employees. This ratio of SMEs compared to larger businesses is greater than the average in the area, implying there is a need to focus on SMEs. In addition, it has been proven that SMEs account for a significant amount of carbon emissions each year, 110 million tonnes (not exclusive to transport) (AXA, 2008).

Business Size: Number of employees

- All 0 to 4 Persons Employed
- All 5 to 9 Persons Employed
- All 10 to 19 Persons Employed
- All 20 or More Persons Employed
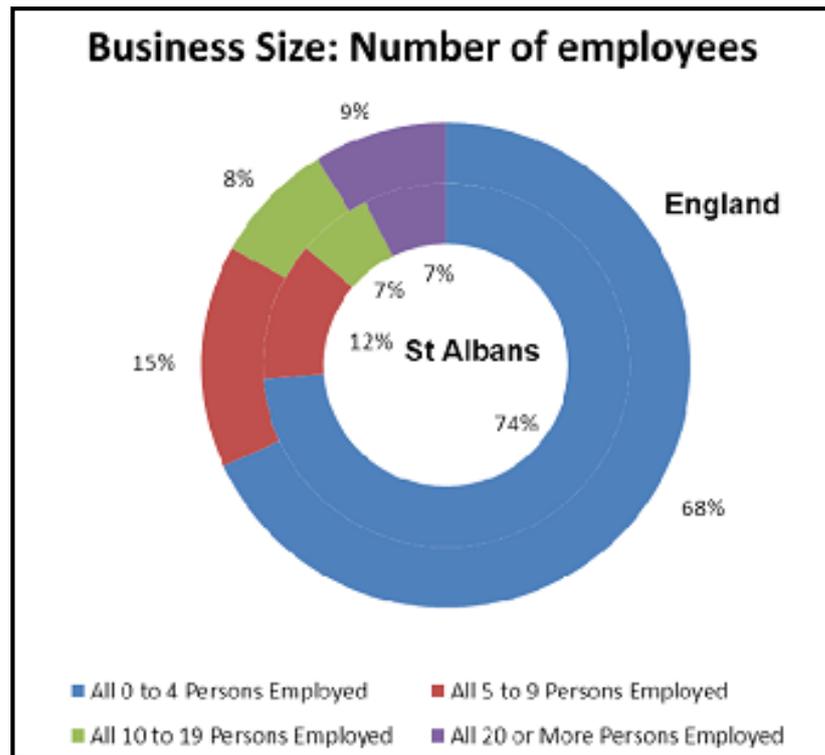
Figure 3.9 Pie chart showing business sizes (in terms of employees) in St Albans and England. (Office for National Statistics, 2012c)

Fresh Ways to Work aimed to sign up 80 St Albans businesses, ideally with between 100 and 250 employees, but only 40 were situated within St Albans. This clearly, was not an achievable aim, given the number of larger SMEs in the area.

Fifty per cent of businesses are in a position to adopt green initiatives (Experian, 2011). The other 50 per cent are either already adopting green initiatives (10 per cent) or are either not interested or in no position to attempt to become more environmentally friendly (40 per cent). This leaves 50 per cent that according to Experian (2011), either want to achieve financial gains (25 per cent), want to make a difference but feel it is out of their control (15 per cent) or are unhappy with the issues that coincide with motoring (10 per cent).

Other research also conducted prior to this project identified key business factors that make them a candidates for participating in a travel planning initiatives. Those factors included the company having a younger CEO, being involved in a highly competitive sector and located in a city centre (Reed N. , Report on the work for stage 1 of the behaviour change component - business smiles project, 2010). Although it is not the task of this research project to evaluate those factors, they were considered when approaching businesses and targeting the marketing towards those more likely to respond.

Experian (2011) also stressed that the first priority should be looking at those firms that are unhappy with the chore of motoring in heavily congested areas. Examples of this type of firm include sale agencies, architects, designers and marketing agencies. These types of businesses are likely to have been established for more than five years, have greater than 25 employees and have nation-wide clients, adding to the prospect of reducing business mileage.

St Albans city has the second highest carbon footprint per person in the UK, with only Winchester higher (Calcott & Bull, 2007) (Figure 3.10). A large proportion of this are transport related emissions, which consumes 1.6gha of the carbon footprint allocation of 1.8gha. The second highest transport carbon footprint is 1.18gha, meaning that St Albans' transport carbon footprint is greater than 25 per cent higher than the 2nd worst, a significant difference. The lowest is 0.7gha, less than half of St Albans (Calcott & Bull, 2007). These facts are also supported by the Office for National Statistics, which identified St Albans' energy consumption for transport as far greater than for domestic and industry & commercial sectors, accounting for 47 per cent of all energy consumed compared to 31 per cent for the East of England (Office for National Statistics, 2012a). Also, when per-capita emissions are compared to another Hertfordshire District, Broxbourne, the figures are significantly higher (Figure 3.11).

A recent survey indicated that in the public's opinion, the greatest priority for St Albans in terms of transport is traffic congestion, with over 45 per cent of respondents identifying it as a serious issue, followed by reliable trains at 31 per cent (Figure 3.12) (Urban Practitioners, 2009). Out of 3,000 people, 130 provided some detail regarding traffic congestion issues. Cycle provision was also an issue identified, with for better quality and safer cycle routes detailed. Given this information, a logical outcome for FWTW would be to seek ways to improve all modes for commuters in to St Albans.
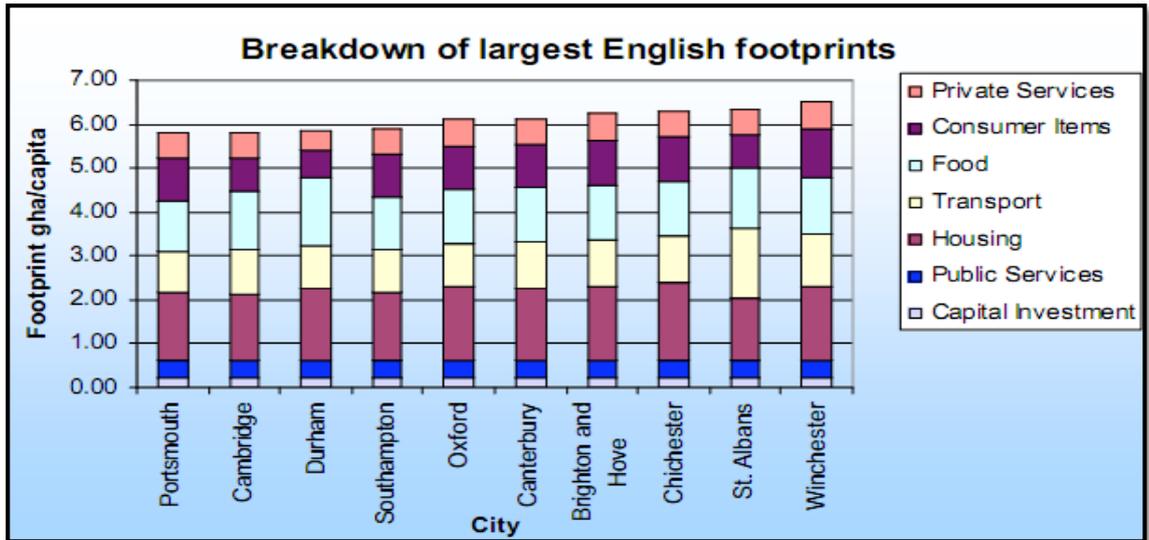
Figure 3.10 The carbon footprints of the ten worst polluted cities in the UK.
(Calcott & Bull, 2007)
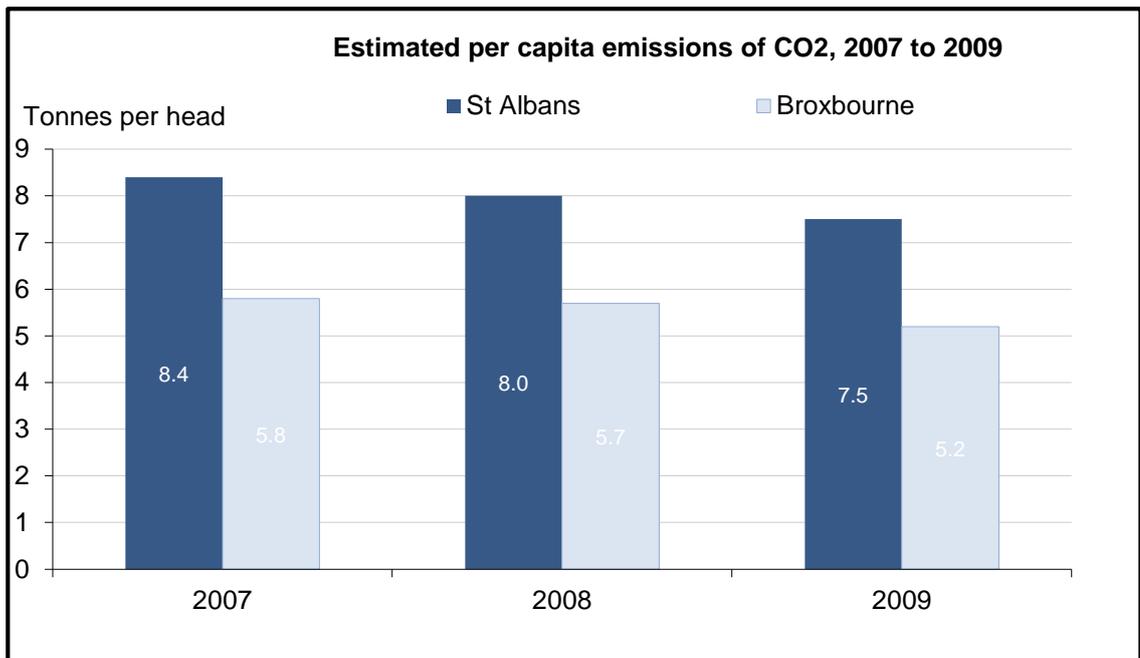
Figure 3.11 St Albans emissions compared to another Hertfordshire District.
(Office for National Statistics, 2012b)
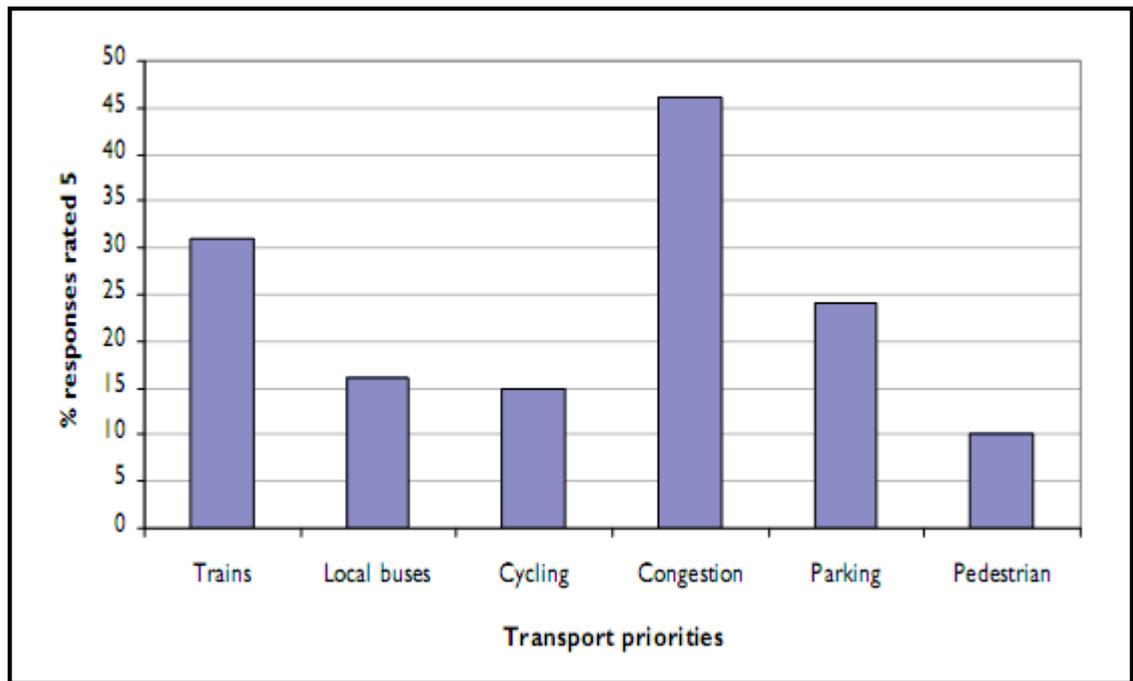
Figure 3.12 Poll asking "What are St Albans' greatest priorities in terms of transport?"
(Urban Practitioners, 2009)

3.4.3   Network St Albans

Network St Albans, also known as the Quality Network Partnership (QNP) is a voluntary partnership based in St Albans consisting of the following partners (St Albans City and District Council, 2009):

- Hertfordshire County Council (including Herts Highways)
- St Albans City and District Council
- First Capital Connect
- London Midland
- Arriva the Shires and Essex
- Centrebus Ltd
- Metroline Travel Ltd
- University Bus Ltd and Uno Bus Ltd
- University of Hertfordshire

The partnership is divided into five working groups, each with its own focus (Figure 3.13). These working groups enable tasks to be allocated and actioned to the appropriate group or officer within that group. Fresh Ways to Work created a fifth working group, 'Travel Planning'. Each working group reports back to all of the partnership as many initiatives are related.
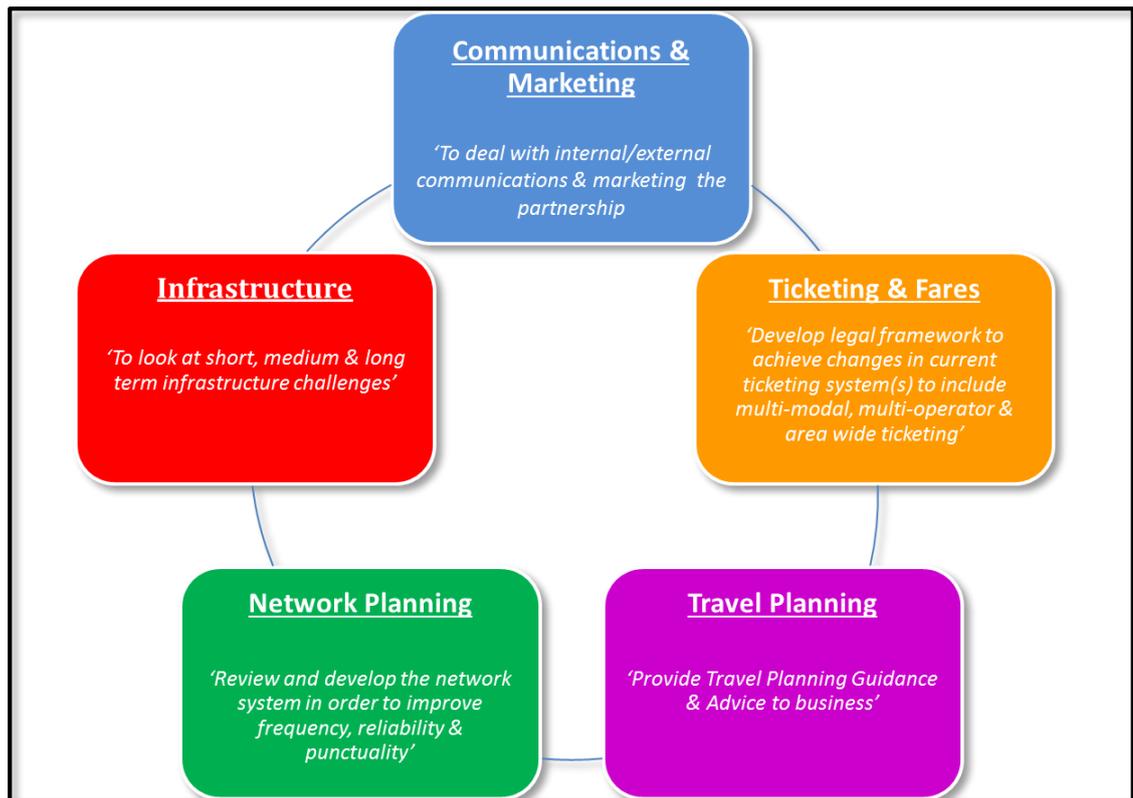
Figure 3.13 QNP Working Groups.
(Taylor, 2011)

The partnership is underpinned with a Memorandum of Understanding (MoU), the purpose of which is to ensure clarity within the partnership of procedures and intent. The MoU contains the aim of the Network St Albans:

'The QNP aims to provide residents of and visitors to St Albans with a

real and attractive alternative for many of the journeys currently

made by private car. This will help St Albans City and District Council

to cut traffic related road congestion, air and noise pollution, help

businesses in the city recruit and retain staff, and maintain the city's

position as an attractive visitor destination'

(University of Hertfordshire, 2009).

Many of the topics within the aim relate to the purpose of FWTW, particularly reducing private car usage and assisting businesses with staff recruitment and retention, which demonstrates clear links between both projects.

Before the Local Transport Act 2008 it was difficult for public transport operators to enter into discussions on items such as route planning or timetable coordination for fear of being thank to court by the Office of Fair Trading (Secretary of State for Transport, 2013). The Local Transport Act, Part 3, Paragraph 41, specifically relates to Voluntary Partnerships and their role in improving local public transport services in the best interest of the public (House of Commons, 2008) (Department for Transport, 2009a). Network St Albans provided an example of best practice in the form of a voluntary partnership that informed the Local Transport Act 2008, providing the opportunity for similar (voluntary, area-wide) partnerships to form around the country, one example being the Sheffield Bus Partnership (Sheffield Voluntary Partnership, 2012).

Since its establishment in 2009, the St Albans QNP has achieved a number of outputs from small local measures to helping secure approximately £1 million worth of government kick-start funding (The Herts Advertiser 24, 2010), (St Albans QNP, 2010) although this was subsequently retracted after the formation of a new Government in 2010. Network St Albans has provided a conduit to secure funding it otherwise potentially would not have received including a Green Bus Fund, which provided UNO with two hybrid buses for use on their local network. The project and its St Albans remit was a direct result of Network St Albans. Other initiatives and incentives include:

- improvements to bus infrastructure such as shelters and curbing to create a better image of public transport.
- the introduction of two hybrid buses operating in St Albans to help to reduce emissions.
- the production of a network map of the local and inter-city services within St Albans to clearly demonstrate the options the public have available to them (Appendix8.3).
- public consultation on the viability of part-pedestrianising St Peters Street.

Due to the experimental nature of the partnership, academic exercises were undertaken to monitor success and report to transport community via the Royal Geographical Society and European Transport Conference (Cecil, et al., 2009).

4　Results & Analysis

This Section provides results that are analysed and allow for each section or emergent theme to be discussed. A conclusion then follows in Section 5 to expand more on the general findings of the project and its implications.

4.1　Quantitative Introduction

As described in Section 3.1.2, much of the quantitative data did not materialise throughout the course of FWTW. The information that was exploitable is reported in this Section and correlated to the relevant objectives of this research project.

4.1.1　Business Sign-up Information

Sixty businesses in total signed up to the FWTW project in Hertfordshire, fewer than the 80 targeted. Signing-up the 60 was a significant achievement by the project team as the process began slowly (Figure 4.1), with only ten signed up in the first year and four months. This information was interpreted from the initial sign-up sheets completed by each business including date of signature.
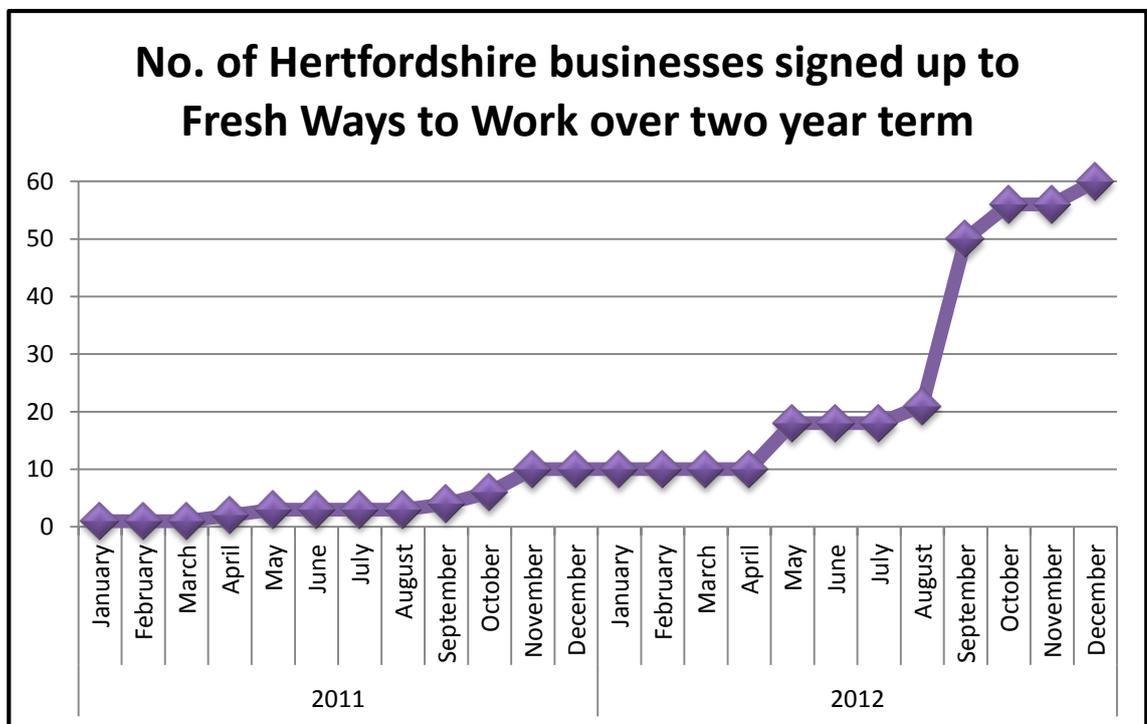
Figure 4.1 Number of businesses signed up to Fresh Ways to Work over time

Considering Figure 4.1, it is clear that something significant changed after the first year, with 50 businesses signing up in the last eight months, and almost 40 of those signing up in the last four months. There are various reasons for this, including the introduction of the match-funded grants, expansion of the project to include the whole of Hertfordshire and re-vamp of the marketing material and methods employed. These factors are discussed with interviewees (Sections 4.3-0). It is possible that if those activities had occurred at the beginning of the project, sign-ups would have exceeded set targets. Active face-to-face engagement in the form of attending events and speaking with businesses was crucial, without this, the changes to the project would have gone unnoticed.

Out of the businesses that signed up, five of the 60 had greater than 50 employees, with the remainder having less than 50 (Figure 4.2). Although it has been identified that larger SMEs are more likely to engage in environmental management schemes (Brammer, Hoejmose, & Marchant, 2012) there are significantly fewer larger SMEs. A substantial proportion of those SMEs were sole traders who joined the scheme directly through Environmental Population (a local business networking group), whose members are primary sole traders. This factor limited the modal shift potential of the project due to there being fewer individuals available to change transport mode.

As a junior researcher and recently employed graduate, it was disheartening working on a project that was seemingly failing to reach its goal. Fortunately, I had a team and management around me who were also embedded in the process of engaging with businesses. This meant the management did not blame the project officers for failing to deliver on those targets. In reality both Hertfordshire and Suffolk based project managers were directly trying to engage with businesses and experiencing the same challenges as the regular officers. I am of the opinion that this shared experience approach helped to build a strong team with a can-do attitude to finding ways to achieve the project outcomes rather than leading to a loss of impetus and sense of failure. This was reflected in the changing of the project boundaries and the final number of signups.

This led to a shift in focus of this research at the time to answer a different question. The question we were asking ourselves was 'why aren't businesses taking us up on this offer?', which has been translated into this research. Why don't SMEs want free TPs?

Luckily, through reasons that become clear in the results section, Hertfordshire based sign-ups increased six-fold in the last third of the project, an unexpected result at the outset.

Reflective Diary Box 4.1 Engaging with Businesses

Number of Employees per Business

5

55

50 to 199   Less than 50
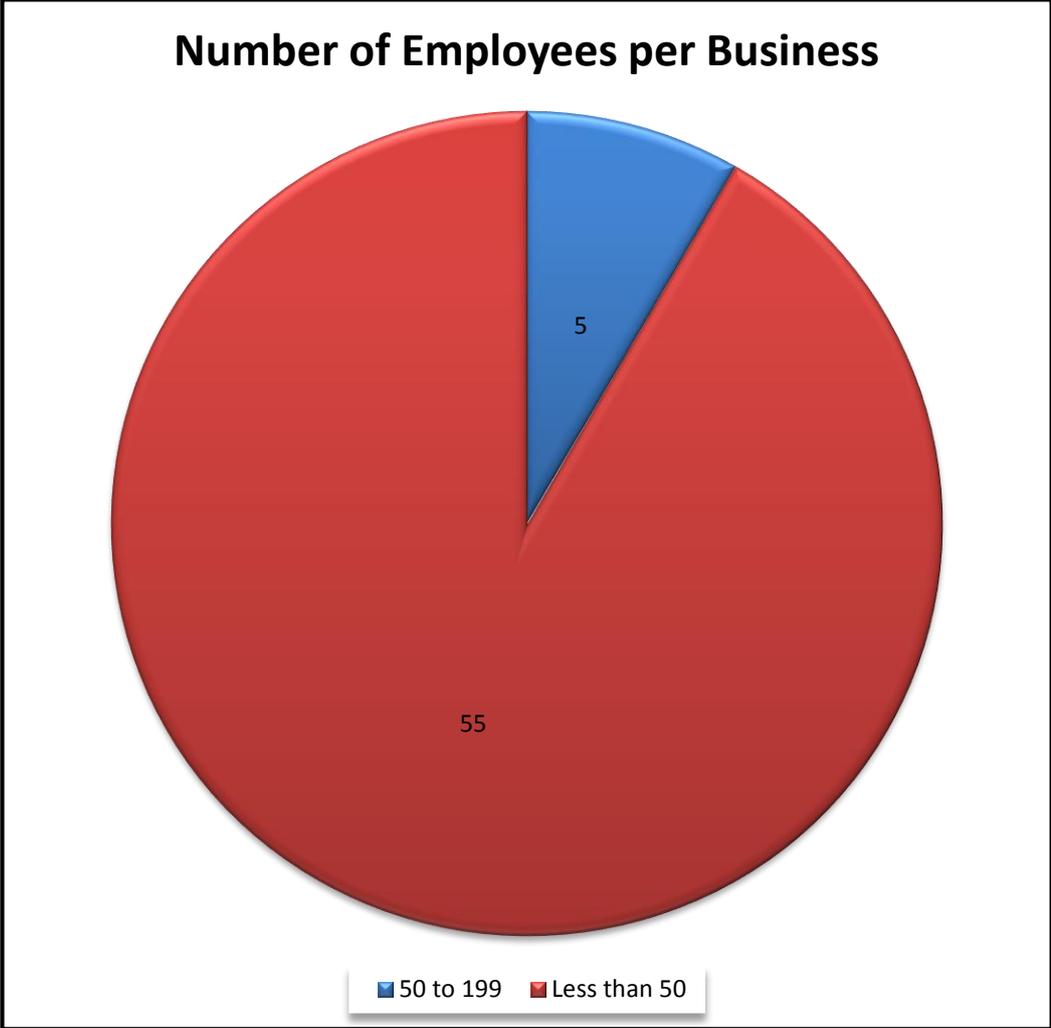
Figure 4.2 Number of Employees per Business

Figure 4.3 shows the locations of the businesses that signed-up to the project, interpreted from the eligibility questionnaires each business had to complete. Notably, less than half (24) are from the original targeted area of St Albans, although this still accounts for more than the other top three areas put together (Stevenage (7), Watford (7) and Welwyn Garden City (6)). One assumption could be that without the whole of Hertfordshire being included in the project, a minimum of 24 businesses would have been signed up, 30 per cent of the project aim. However, it is reasonable to reflect that if the focus had remained on St Albans, more would have been recruited due to continued marketing. Conversely, given the level and focus of activity, the market in that area could be considered to have been already saturated and yielded little or no further results. Therefore, expanding the project was a positive move for both the project and the businesses involved.
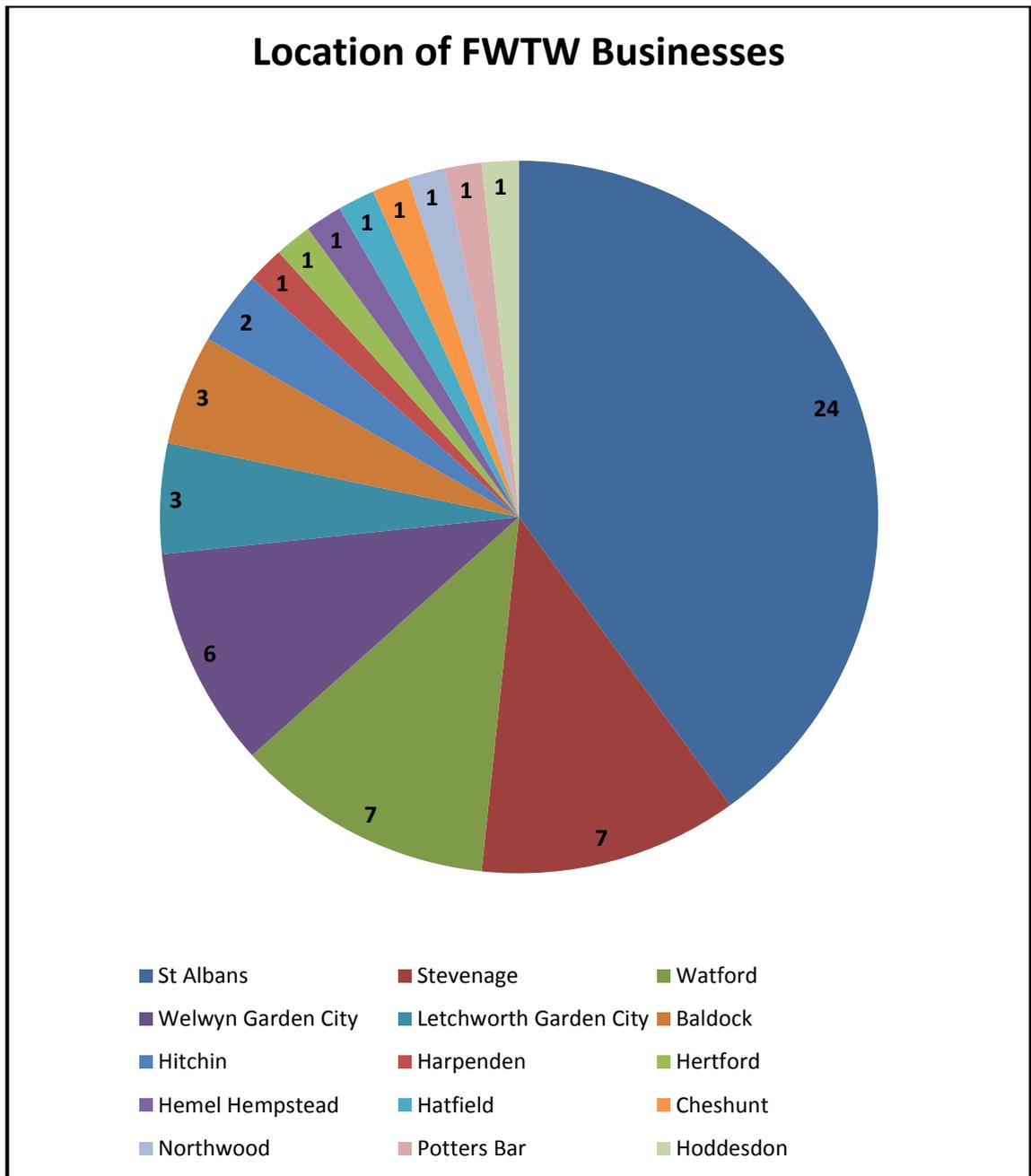
Figure 4.3 Location of FWTW Businesses

Figure 4.4 indicates the types of businesses that signed up to FWTW. The largest sector was Business Services (10), which included Communications, Human Resources and Business Property. Manufacturing and Media Consultants were the only other sectors to account for more than three businesses. This information has been derived from the Eligibility Forms and was largely based on the businesses own description of itself and, therefore, may miss additional aspects of the businesses activities.

Type of FWTW Businesses

Type	Count
Lighting Consultants	1
Alternative Therapist	1
Legal Services	1
Bakery	1
Charity	1
Transport	1
Managed Business Centre	1
Solicitors	1
Chamber of Commerce	1
Residential Lettings & Management	1
Vehicle Repairs	1
Property/Estates	1
Catering	1
Networking & Events	1
Homecare	1
Electrical Testing	1
Green Engineering	1
Sports Tuition	1
Environmental Marketing	1
Printers	1
Fashion & Clothing	1
Nature Conservation	1
Social Enterprise	2
Cycle Shop / Training	2
Web Design	3
IT Services	3
Construction	3
Publishers	3
Hotel/Bar/Restaurant	3
Manufacturing	4
Media Consultants	5
Business Services	10

Figure 4.4 Type of FWTW Businesses

4.1.2 Travel Surveys

Of the 60 businesses that signed-up to FWTW, only seven developed Action Plans and four completed TPs. From the seven that completed Action Plans, only three were compulsory due to receiving a match-funded grant and so were not part of a wider TP. Of those that developed TPs, none started the review process to be completed at least three months after the initial TP was submitted. This means that no information is available on modal shift from any of the businesses.

Furthermore, there were 23 actions within the Action Plans across seven businesses (example seen in Table 4.1). Out of those 23 actions, none were followed up with any form of evaluation and therefore it is unknown if those actions were completed. Originally it was the FWTW officers' responsibility to approach the businesses and determine whether those targets had been achieved. However due to the shift in focus from travel planning towards project promotion, and resource constraints, this part of the project was not completed, as no additional funding or time was able to be committed. However, without enforcement or a significant incentive to deliver on TP targets, it is unlikely they would have been achieved, although those who took advantage of the grants may have experienced a changed. This is further expanded on in Section 4.4.2.

This information demonstrates the effectiveness of the scheme was limited in terms of creating a significant modal change within the businesses that took part. If a shift did occur, there is no empirical or anecdotal evidence available, with the exception of the few who took part in the qualitative interviews.

Table 4.1 Example Action Plan from a FWTW business

Action	Target date	Cost	Method of monitoring	Publicity & Promotion	Responsible person	Partners
Sign up to a car share scheme either for St Albans or Fresh Ways to Work.	May 2012	N/A	Discussion with employees	Information provided to staff once business is signed up	Jamie Cecil & [confidential]	Liftshare
Look at options for implementing facilities for video conferencing and encourage home working where possible.	April 2012	N/A	Usage of facilities/number of days working from home	Emails and general awareness raising	Jamie Cecil & [confidential]	Possibly other Fresh Ways to Work Businesses
Make people aware of local greener transport options.	April 2012	N/A	Ask staff if aware of material	Circulate promotional material for buses and bikes	Jamie Cecil & [confidential]	Network St Albans
Implement some or all of the recommendations included in the Green Fleet Review	May 2012	N/A	Changing reimbursement rules for mileage	Change in policy notification	Jamie Cecil & [confidential]	N/A

4.2   Semi-Structured Interviews Introduction

After all interviews were transcribed (Section 3.2), key quotes and messages were identified and input to a separate reporting document. Each quote/message was assigned a unique marker code, the interviewee's initials and time it was discussed were reported to enable the researcher to refer back and identify the relevant part of the interview. A total of 273 items were categorised under 22 different headings (Table 4.2).

During the first phase analysis, headings and items within those headings changed dramatically, as would be expected using thematic analysis process. Some headings disappeared altogether (for example the heading 'buses') whilst others become more significant as overarching themes (for example 'benefits').

The next phase was to create a 'map' of all the responses categorised under the headings (Table 4.2). These responses were then analysed again and refined to try to simplify the data obtained from the first trawl. Categories that contained a mixture of general statements or messages were put in to other appropriate categories. Four overarching themes emerged with numerous items contained within them (Figure 4.5).

Table 4.2 Key headings from first phase of analysis

Project goals	Project achievements	Alternative project methods
Key questions from businesses	Engaging with people and businesses	Feedback on marketing material
Marketing improvements	General marketing comments	Cars
Buses	Area conducted	Changes to project overall
Benefits to businesses	Early/pre-project work	External factors
Lessons learnt	Relating to other projects or information	Incentives
Missing incentives/ideas	Why businesses got involved	Differences between large and small SMEs
Final/other remarks		

Project alternatives
- Widen scope of project [006] [130]
  - E.g. light bulbs [034]
- Don't limit to SMEs, but area based still [122, 123, 131] then potentially branch out [125]
- Longer timescale [008] [120] [129] [188] [200] [273]
- More frequent monitoring [009] [126]
- Similar scheme, but work with small pockets one after another running from local office [033]
  - Can then look more at car sharing [121]
- Focus on types of business [079]
- More targeted approach [081]
- Bigger budget [120] [81] [130]
- Closer working relationship with businesses (business to business) [127]
- Tick box, pick incentives you want [128]
- Remove public transport aspect altogether [132]
- Look at all transport in general and influencing policy [135]
- Buddy scheme [251]
- Lift share partnership [252]
- Different/better discounts [253]
- More awareness around Cycle2work [265]
- Put wider schemes in, people won't realise they're changing [271]

Project barriers
- Have their own outputs, not aligned with what businesses need [181]
- Resource required to meet rules could have been spent delivering [264][267]
- Monitoring methods unrealistic [012]
- Difficult with small TM [182]
- Tight geographical area restricted options [183]
- Must be made as simple as possible to take part [185]
- North is different to south, if widening scope [187]
- Voluntary TPs are an extremely hard sell [043]
- Offer was extremely weak, not business focussed [089]
- More suitable for larger SMEs [197]
- Senior buy-in is essential [199]
- Offer must be the best from start, get things on ground then promote [045] [186][214]
- Never a good time to conduct [263]
- Offer would be a lot more compelling now [210]

Questions
- What's in it for me? [035, 036][206]
- Is it worth my time? [035, 038]
- Why do I need this travel plan? [037]
- How has this helped my bottom line? [039]
- £10k? How? [040, NF]
- When cold calling, what's the catch? [070]
- Why aren't the Government supporting me with things like this [159]

Methods
- Telephone calls good (with good pitch) [046]
- Calls intensive, but good if u get to right person [064]
- Businesses saturated with calls & emails [059]
- Cold calls not effective [071]
- Letters often ignored, but good for large catchments [064]
- Almost didn't take part, but leaflet & letter planted seed [067]
- Emails bad, ignored [046] [050] [108]
- Important to tag in with intermediaries or schemes [047] [052] [056]
  - Networking events [053]
- Trade press right market, but solemnly read [048]
- Hard copies getting more important [051]
- Word of mouth important in long term [065]
- County show – ineffective [104]

SME differences
- Grants more suitable for larger SMEs [234]
- Money available (and for grants) [259]
- Staff time [259]
- Movements & business nature [260]

Barriers to change (car/bus)
- People like privacy and safety in their car [111] [116]
- Cars are first thought for many, options aren't considered [112] [158]
- Increased costs are absorbed [113]
- Some businesses heavily dependant on car day to day [114]
- People already have car, and cost, perception of no savings [115]
- Lack of alternatives to car [153] [169]
- Poor quality internet hinders WFH etc.[157] [170]
- Means employer has to be flexible & fit in with lifestyle [117]
- Some people still look down on PT [154]
- Sole traders/small businesses on the move [195] By time latecomers arrived, too late to look at travel options [190]
- Takes a long time for certain things to develop such as discounted ticketing [208] [225] [272]

Initial Engagement
- People like face to face interaction (key) [041] [050] [053] [054]
- Short, sharp, with a hook [060]
- After f2f, if still not taking part, out of options [042]
- Sometimes its wrong time of year, more engagement needed [171]

Revamp
- 3 months of renewed marketing, barely any signups, process [055]
- Have to have compelling proposition answering business questions [058]
- Ask them "why wouldn't you do it"? [075] (not done at Suffolk) [087]
- Reassessment was essential. Not pitching rand savings [095]
- Spoke to QNP for revamp/fresh ideas, nothing came [100]

Material/messages
- Sharp, catchy, it worked [061]
- Brand was good, sense of humour, approachable [072]
- Brand was strong [073]
- Strap line clear, material good, simple [066] [068]
- £10k promise could put them off, shouldn't have done that [062] [063] [040] [095]
- Material not good value in terms of sign-ups [074]
- Was poor [096], wasn't professional and looked expensively poor [076]
- Not coming from LA was positive [102]

Pre-work
- True detailed plan on communication, target audience, profile, what makes them tick [143] [146]
- Speak with businesses – what do they want? [144] [145] [150]
- More research on number of businesses in target area [148]
- Segmentation work done prior was partially accurate [198]

Linking to other projects/info
- Cycling support [207]
- Smart ticketing [207] [210] [212]
- Real-time information [209] [212]
- Green ring [212]
- BUSnet [213]
- Awards [215]
- Other intermediaries (but make sure they are as invested as you) [216]
- If intermediaries don't get involved, why? [219]
- QNP [218]

Incentives
- Grant process was simple [068], got people interested [222][230][237][238], positive [228], not interested [229], might not have gotten involved otherwise [233], not a big ask [236], encourage further action [238] allowed things to be bought [258]
- Travel planning wasn't what businesses wanted [220], not exciting [221], don't know what it is [231b], grateful for new assistance [232]
- Discounts get people interested [223], should have been greater/different [224][226][242], not worth investment [225], good as long as part of business plan [240],
- EP, no one took up [239]
- Freebies good, but no real benefit 9awareness0 [245]
- Grants should have happened from start [235]
- Recognise difference between staff and employee incentives [247]
- Different things get different people engaged, were good for project. [227][243][244]

Comments
- Performed well considering resources [098]
- Toss up between 1-many and 1-1 (1-1 works) [099]
- No way to measure effectiveness of printed media [103]
- Business that saw the benefit wouldn't need convincing [141] [217]
- Creating awareness for something they might not have considered is important [191]
- Businesses may say carbon reduction is a good thing, but don't see the benefit for them [178]
- Low carbon and CSR very low down on agenda [204]
- Delivered more in engagement than expected [030]

Continued engagement
- Important to maintain contact & info [044] [052] [053]
- It takes time for a brand to develop [091] [092] [093]
- Businesses possibly get involved with day-to-day things, need a reminder [196]

Barriers to business engagement
- Credit crunch negative aspect [007] [152][161][162][163] [167]
  - Money [161]
  - Staff [152]
- SMEs difficult to reach [017] [021][269]
- Lack of Government interest or incentives e.g. tax concessions [159] [160] [164] [165] [166] [177]
  - Government targets would get businesses reducing carbon [179]
- Lack of understanding of the complexity of issues, assuming its someone else's problem to solve [172, 173, 174]
- Preconceptions and cynicism will always be a barrier [177, 176]
- Preconception that it will take up lots of time [201]
- The times it takes to explain what's on offer [217]
- There is no such thing as an SME business community [097]
- Original incentives were not appropriate and would have made project fail [249, 250]
- Businesses already streamlined [003]
- Some businesses do not think strategically and can miss opportunities [180]
- Some you will never get engaged [175]
- SMEs don't shout about CSR, even when given don't promote [189]
- Businesses not interested in anyone's agenda apart from their own [205]
- Businesses like quick wins, which this wasn't [152]
- Businesses must be confident it can yield something tangible [155]

Project successes
- Awareness [014] [015] [017]
- Partnership UH/LAs/Businesses [016]
- Practical experience [021] [029]
- Created replicable model [025]
- Helped QNP realise funding potential [027]
- Embedding businesses in wider strategies [028]
- People thinking about alternatives [094]
- Other schemes come and gone, this one taken up [193]
- Businesses involved happy [262]
- Other LSTF areas now doing similar things [268] Project overall did very well compared to other "out the box, un-dynamic" consultancy [106] [109]

Business savings
- Savings [001]
- Businesses being active [001]
- Carbon emissions [001] [010] [018] [138]
- Journey reduction [014] [019]
- Close to 10% car reduction [004]
- Access to quality training (video conferencing)[005]
- Travel costs [138]

Failures
- Didn't achieve project goals [001]
- Didn't meet aims [002, 003, 008, 011]
  - Unrealistic [002, 003, 008, 011]
- Goals not aligned with business thinking [013]
- Achieved little in general [031]
- Limited cost savings [136]
- CSR, Flexible hours, parking, normally issues for big business [241]

Wider benefits
- Use to engage with businesses on wider issues [105], get people interested in their location [119]
- Good and right thing to do, ethos [136][255][257]
- Shows businesses are working hard for their staff [156]
- Raising awareness on cost of transport [256]

Benefits
- Access to quality training (video conferencing)[005]
- Bonus for staff [018]
- Raising business profile [020]
- Only grants were tangible benefit [032] 1 for 2 against
- Grants meant bikes could be purchased [138]
- Relationships develop through car sharing [137]
- Flexible working [018]
- Fitness & motivation [019]
- Links to other networks [022]
- Started building appreciation to those who hadn't been engaged before [023, 024]
- Transport assistance (new)]026]
- CSR & ISO 14001 [139] [140]
- Can help with planning permission [168]

Improvements
- Event invitations right at the start [078]
- More involved with EP from start [080]
- Prepping intermediaries what was coming and how it would benefit their business [147]
- Speaking with intermediaries about what they think of it [151]
- More through press, media, ads, etc [082]
- Get SME in to sing praises of project [083] [084] [085]
- Social media [086][082]
  - Business to business approach [088]
- Professional telesales people [090]
- Bigger marketing budget to engage with SMEs at start [110]
- Targeted audience with targeted messages [049] [134]
- Marketing expert in from start [149]

Delivery

Lessons learnt

Fresh Ways to Work

Outcomes

Marketing

Figure 4.5 Thematic analysis map showing the first phase of categorisation.

Following this analysis, it was necessary to further break down the information contained as it was still too complex to allow a robust level of reporting. Some categories were also similar, and there was also a 'general' category containing generic statements or topics that didn't fit into the other emerging categories. Therefore a further analytical step was taken whereby the subjects were split further into various tiers as follows:

- Theme – an overarching subject that summarises all that is contained within it
- Categories – Each theme is broken down in to two or three categories (making five in total) therefore identifying more representative headings.
- Sub-categories – each category had between zero and four sub-categories designed to make analysis fit within a heading that accurately describes it to enough detail.
- Item – This is the detail of the results. This will include the key messages or quotes within the results and will be used to enforce any conclusions drawn.

This tiered system (Figure 4.6) shows all of the Themes, Categories and Sub Categories created by the Thematic Analysis. Items are not included, as they will be discussed in detail within the results Section. This figure forms the foundation of the 'Results & Analysis' section and is critical to organising the large quantities of qualitative data gathered through the ten interviews, and therefore is shown before each 'Category' to allow the following Sections to be put in to context.

Each quote provided from Section 4.3 onwards contains either the 'EXP' or 'BUS' code, defining whether the quote came from an expert in the field or business representative (as outlined in Section 3.2.2).

As an individual who, until the point of this thesis had mainly worked with quantitative data, I found the experience of going through the thematic analysis process both rewarding and challenging in equal measure. It was a lengthy and onerous process moving from hours of recordings, to collating the data and organising the relevant information onto paper, to finally compiling and analysing the individual components. On the other hand, I did not anticipate the high quantities of rich data resulting from the analysis, and was satisfied that by using a blend of qualitative and quantitative data I had chosen an appropriate method for the data collation and analysis to yield some meaningful results.

Perhaps naively, I thought I would be able to anticipate many of the responses prior to the interviews taking place. This has led me to a clearer understanding of the nature of unconscious bias within my research. My own perceptions included the following notions:

1. *The project had failed and although was a pilot project, there was little opportunity for lessons to be learnt from the failings*
2. *It was the business' fault that the project had failed. Had they been more open minded, we would have had no issues delivering a successful project*
3. *All involved in the interview process would have broadly similar views*

Those ideas broadly turned out to be incorrect, challenging my preconceptions; therefore the thematic analysis did exactly what it had been designed to do. It was therefore crucial

Reflective Diary Box 4.2 Thematic Analysis from the Researchers Perspective
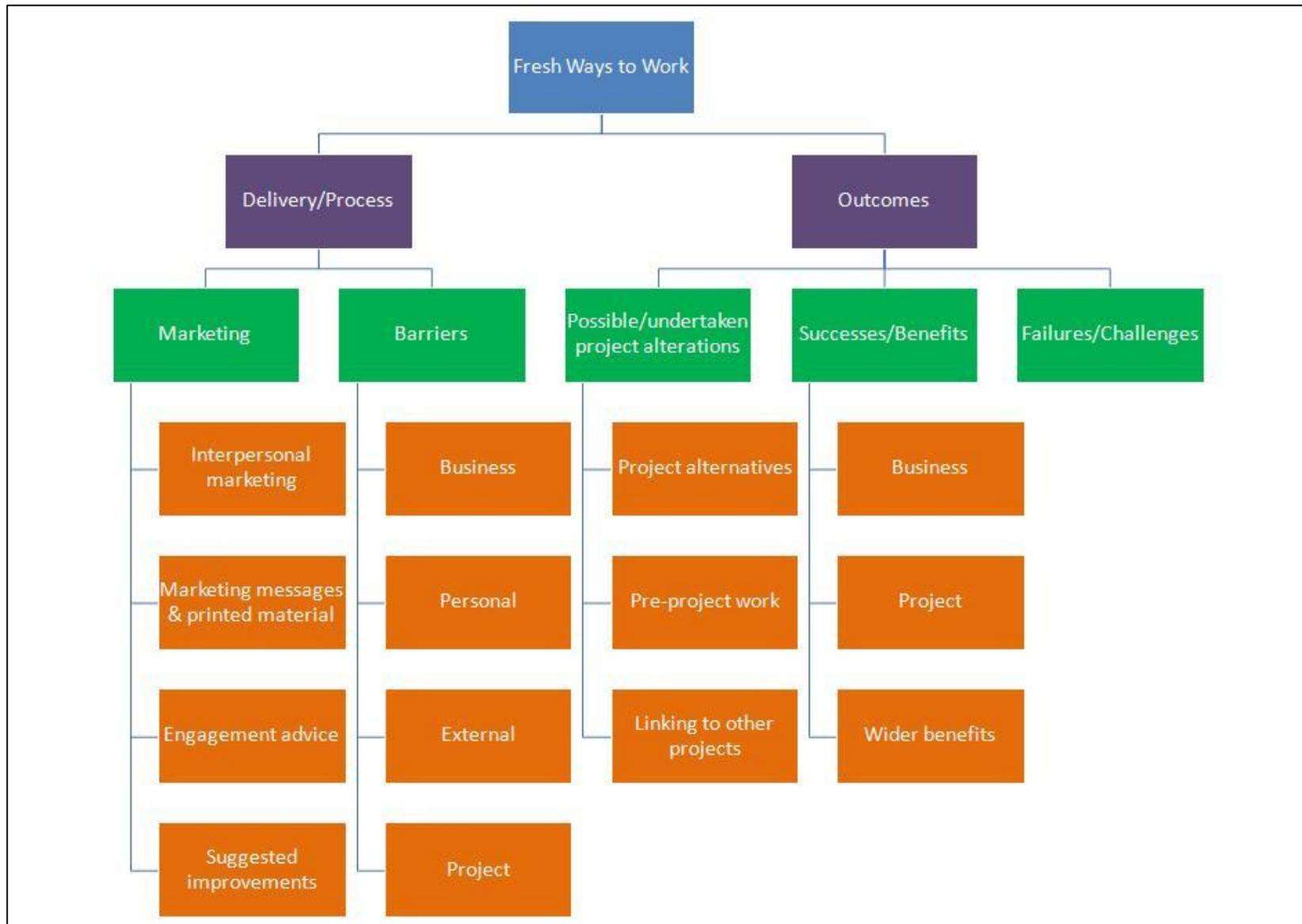
Figure 4.6 Flow chart displaying all Themes, Categories & Sub-Categories

4.3 Theme: Delivery/Process

This theme focuses around the actual implementation of FWTW and the work undertaken while the project was in progress. As will be explored, a significant amount of the material in this section involved "Marketing" activity which became a significant aspect of the project (not envisaged at the inception of the project). The other significant category is "Barriers", which again was not originally anticipated. Many barriers became apparent; some were not envisaged, others were but occurred to a greater extent than was predicted.

4.3.1 Category: Marketing

Elements of the marketing programme received both positive and negative comments from the interviewees, providing some interesting insights to the challenges of promoting the FWTW message. This implies there is no one successful method that should be deployed for such projects. Examples of these are provided in the following Sections. The sub-categories included under the Marketing Category are shown in Figure 4.7.
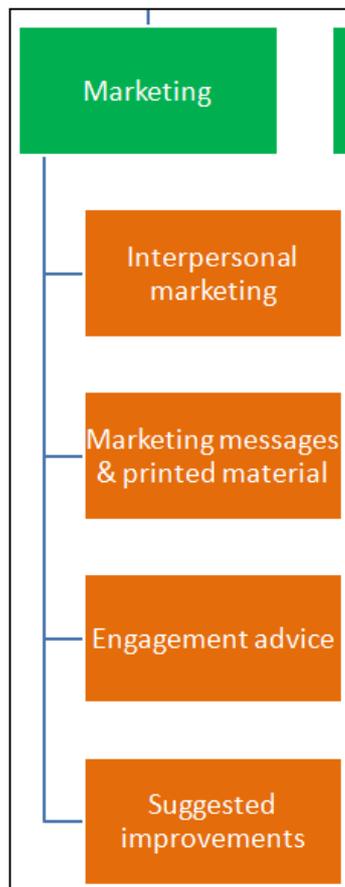
Figure 4.7 Marketing Sub-Categories

It is note that this category represents all aspects of the marketing undertaken, including all feedback and suggestions for improvement. Other Sections within this research paper address suggested project improvements that span across a wide range of categories. Marketing activity however received the greatest amount of suggested improvements, and therefore has a dedicated Section.

4.3.1.1   Sub-category: Interpersonal Marketing

The telephone calls made to promote FWTW were sometimes well received, engaging with a small number of businesses. This could imply that cold-calls are worthwhile for project promotion, or should be tested to analyse success rates. It was also highlighted that if a Project Officer was able to speak to the right person within the target organisation, cold calling is an appropriate approach.

"in many ways it's [cold calling]the best thing because if you take the

call and its introduced in the right way, you give it your attention"

[046][BUS]

Although cold calling was highlighted as a potentially positive way of contacting businesses (by one interviewee in particular), others had conflicting opinions, with one branding it as "labour intensive" and "not effective". This isn't necessarily a problem for projects with large resources dedicated to cold calling, however FWTW did not. One business representative also highlighted they are saturated with cold calls offering various services and offers, implying this method is not a good way of contacting businesses. One interviewee had detailed feedback on how they think cold calling can work in the right circumstances:

"Most businesses get a huge amount of calls, so I think it's how it's

sold initially, how the engagement's done initially." [059][BUS]

It can be argued that cold calling will work for some businesses and not others, but a tested sales pitch and speaking to the right person is essential. Without these elements, resources could be wasted. It is arguable that FWTW wasn't selling anything and therefore a 'sales pitch' wasn't required. However, the passive marketing and initial sign-up numbers conflict with that idea.

Another learning outcome was that time and careful consideration should be put in to developing a cold calling strategy (should one be adopted) in order to ensure the correct key messages are put across at the outset. Additionally, there were a number of avenues of engagement pursued that either did not yield notable results or were thought to have underperformed.

"You will recall the Suffolk County Show so we done that a couple of years in a row. That's not the right tool for engaging with businesses at all". [104][EXP]

Unfortunately, time and resources were unproductive through pursuing some 'dead ends'. With As FWTW was a pilot project, it was entirely appropriate to try out different engagement methods.

4.3.1.2   Marketing Messages and Printed Material

More than half of the interviewees stated that the project had developed a strong, approachable and humorous brand that had a clear and simple message. The strap-line (Bike It, Bus It, Walk It, Love It) was something that the businesses could remember, even if they could not relate to every aspect of it.

"I remember the leaflet, it was very simple. And it reflected that strap-line. I thought it was good. The leaflet was straightforward; you could fill it in in a matter of five or ten minutes." [068][BUS]

The evidence supports the view that simplicity of message for projects that strive to achieve business buy-in is important. Keeping forms simple to understand and easy to complete, coupled with a clean and simple brand, appears essential to engagement. The re-branding of the project was also mentioned in a positive manner by two interviewees. Not only did it create an quantifiable increase in sign-ups (Figure 4.1), it was also an essential marketing tool when the existing avenues weren't working. Without the improved marketing messages and materials, it is likely FWTW would have had less business involvement, therefore the re-branding was a positive action for the project.

"I think those broader non-economic benefits some businesses

recognised, but that took a re-pitching of the project in order for those

messages to start to be promoted. " [095][EXP]

In general the marketing material and the way it was delivered was viewed positively by the majority of interviewees, with various individuals providing good feedback. There were also several key messages used from the start of the project that received heavy criticism from interviewees. "False promises" can cause business representatives to be "turned off" from the project, one notable example mentioned at least four times by interviewees was the promotional line "we can save you £10k on your transport costs". This message was created at the offset of the project and was based on a company having 100 employees. If a company had only ten employees the saving would be closer to £1,000, therefore the deliverables were seen as too optimistic. A similar reflection can be made for the carbon savings also promised by the project. As some academic literature states, if businesses do not see a clear financial benefit to schemes, they will not take them forward within their business (Brammer, Hoejmose, & Marchant, 2012).

"Reducing carbon and corporate social responsibility is a narrow area

for most businesses, bearing in mind the climate of the economy, the

recession & difficult trading…….I reckon you'd get almost 100% saying

no, I can't see any benefit." [204][178][EXP]

Promotional material should therefore focus around realistic monetary savings as opposed to CSR or carbon reduction. Marketing messages should be carefully considered and developed depending on the needs of the businesses. This was not the case for FWTW to the extent it perhaps should have been and a lesson for the future is that marketing materials produced at the start of the project by a PR company could have been more robustly challenged on the claims they made.

Printed material was mentioned by numerous interviewees both in a positive and negative manner. Although it was widely acknowledged that some form of printed material was necessary, one negative point raised was that there is no way to measure the effectiveness of

this type of material (for example, leaving flyers or posters at events). Criticisms were also made as to the quality of the flyers and leaflets.

"I think that [the promotional material] was really poor to be honest.

And I mean from a professional eye not only did it look poor, it looked

expensively poor as well." [076][EXP]

4.3.1.3 Sub-category: Engagement Advice

Many of the comments made by interviewees did not criticise or praise the project, nor were they suggesting improvements, but were notes on how other projects have been conducted or advice on best practice.

One popular topic of conversation was the value of asking questions when engaging with business people. These included Project Officers asking businesses what they would like the project to offer, thus finding out what would make the project more appealing. Perhaps more interestingly, this explores what businesses would be asking either a Project Officer and/or themselves (for example, "what's in this for me").

"…..these SMEs, these sole traders are going to think…..'so if I put all

this effort in, am I actually going to get a real benefit at the end of the

day?'" [038][EXP]

It is important to attempt to predict the questions that will be raised and consequently ask business representatives what they would like the project to deliver for them. This will allow an insight into the mentality of SMEs and what motivates them to take part in such initiatives.

Also, the question "why wouldn't/aren't you taking part" should be asked to reluctant businesses according to two interviewees. This question forces a response that either provides an insight in to the offering of the project, or makes the business representative think about their reluctance. One individual in particular stated:

"I think, if you want to engage with small businesses, you've got to see

it purely through their eyes, because they're not interested in what's

in it for you or interested in what's in it for the country or the

government……. so when you talk to businesses about this, you need

to look at 'why wouldn't you?'" [075][BUS]

This methodology was adopted in Hertfordshire towards the latter-end of the marketing drive and subsequently improved uptake, but was not conducted in Suffolk. Also, that particular question draws out why businesses do not want to commit their business to the project, potentially offering valuable information on business practice.

Many comments suggested the two year timescale for the project was not long enough. Feedback received from one individual praised the project brand but stated the importance of time in brand recognition:

"It takes time, and you were very much time bound with the project.

Developing the brand, I thought the brand was brilliant. It's getting

that brand recognised, and that does take time." [091][EXP]

Significant investment was channelled in to brand development, but two individuals highlighted the fact that brand development and recognition takes time, regardless of the amount of active marketing undertaken. Therefore, projects should consider whether making a significant investment in to branding is suitable considering timescale restrictions.

The second point considers the importance of timing in relation to business contact. Businesses can be contacted at the wrong time, whether it be time of day (e.g. the Director is not in the office) or calendar year (e.g. businesses are completing tax returns). This was mentioned by one interviewee:

"…..Then once you've got them involved, how do you keep them

updated, updated with things that will keep them interested in what

you're doing…you've got to keep them updated." [044][EXP]

This enforces the idea that projects must maintain consistent communication with business

representatives, both in attempting to engage but also once engaged. If this is not adhered to, businesses could potentially lose interest and move on to other things.

4.3.1.4   Sub-category: Suggested Improvements

A number of tangible improvements were suggested notably by those who worked within the marketing sector or businesses themselves. These suggestions are important to any future projects looking to engage with the SMEs and should be considered when developing a marketing strategy.

A significant proportion of the suggestions focussed around engaging with other intermediaries such as the Chambers of Commerce, Environmental Population and the Institute of Directors. Although this was conducted during the project, it was arguably too late to have made a difference, due to the perceived weak offering of the project. It was also not known at the outset there would need to be substantial resources to promote the project. These views were discussed by two of the respondents:

"in retrospect, getting someone/advocates from within the SMEs to kind of go "we've really got to do this" right at the start would have been quite a good thing to have done. Because then it isn't people coming from outside telling the SMEs what to do." [083][EXP]

Another respondent focussed more on engaging with intermediaries prior to the project starting:

"I would be looking at a disparate range of partners, bring them in and maybe have a couple hours session with them and try and get the good, bad, ugly, weak, strong, and what the barriers to market might be..... would it appeal to you & do you want to become a partner? The last question 'do you want to become a partner in this' would really have shown you who thought it was a good idea and who didn't."
[151][EXP]

Therefore, intermediaries should have been approached for their input prior to the project

being launched. This could have facilitated developing a number of marketing events and encouraged a "business to business" approach once there were positive stories to tell.

A larger marketing budget encompassing other/expanded avenues of business engagement was also mentioned on numerous occasions by interviewees. Using methods such as social media (which was explored but never properly utilised by the project) could have promoted the project to a wider audience. One interviewee discussed the various options:

"I think it was more about getting excellent marketing expertise to perhaps look at campaigns, much more through press, maybe through media, through social media, advertising campaigns." [082][EXP]

Having a substantial marketing budget to spend on a wide range of activities, coupled with spending a higher proportion at the start of the project could have created a greater level of awareness and enabled the project to start with a better foundation.

The last suggested improvement described securing marketing expertise from the outset, including the possibility of using professional telesales people and having flexible, dynamic marketing material. This could have helped the marketing investment be more cost efficient. Developing messages for a target market was also raised by two interviewees who stressed the important of tailoring the material depending on the audience. The promotional material developed for FWTW was created and mass produced without factoring in the possibility that different versions could be required for different types of businesses.

"So it's going back to targeted [messages]and 'where is my target market', 'who do I want to talk to.'" [049][EXP]

4.3.2   Category: Barriers

Barriers that related to marketing have already been discussed throughout the previous Section. This Section focuses on all other forms of barriers, the sub-categories of which are displayed in Figure 4.8. This category allowed for a seemingly vast number of issues to be easily arranged and understood by the researcher.
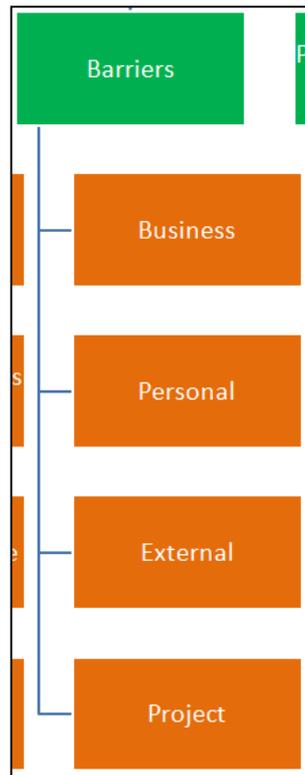
Figure 4.8 Barriers Sub-Categories

4.3.2.1   Sub-category: Business

This sub-category specifically addresses the barriers to engagement within the businesses themselves. Preconceptions are an issue when attempting to engage with businesses on something they do not fully understand, and can be regarding the issues you are attempting to address (e.g. carbon reduction) or the project itself (e.g. employee participation time).

"I think the problem with it was that people that were for it and understood the benefits would have participated, and those that are quite cynical, which unfortunately I would suggest is probably the majority, needed persuading." [176][EXP]

It could be argued that marketing should be able to address pre-existing assumptions, but this does not account for personalities or previous experiences and is reliant on high quality marketing material. For example, some businesses will never become engaged until a change

in leadership takes place. Therefore, it is the Project Officer's role to attempt to negate preconceptions and identify businesses that are 'lost causes'.

Businesses were also criticised by interviewees for being closed minded, both in terms of their own business practice and the wider picture when looking at transport. Often, businesses can miss opportunities because they do not think strategically; therefore having a negative impact on their business in the long term, and yet are often quick to claim problems are someone else's to solve. For example, rush-hour congestion is often assumed to be a government or Local Authority issue without acknowledging that people commuting to work are the cause and businesses can help reduce congestion. It is therefore important that schemes such as FWTW try to educate businesses.

"…most businesses don't think strategically, and it's a shame that some of them couldn't think about the benefits from having some kind of low carbon methodology and customer engagement." [180][EXP]

Conversely, there are some businesses that think strategically and are engaged in positive work, but do not promote what they are doing. This can be a missed opportunity to showcase CSR commitments.

"We might be guilty as a company of not stating all of the good things that we are doing to customers, we are quite focussed when we go to meetings about our products." [189][BUS]

For this reason, projects should provide businesses with an opportunity to display their credentials to potential customers and/or clients. If this benefit is tangible, businesses would be more likely to engage. Businesses must also be confident that they will see a return on their investment (financial or otherwise). This aspect, coupled with not thinking strategically, means businesses are looking for quick wins. Fresh Ways to Work was not offering a quick wins, especially when the Travel Planning was compulsory and before the grants, therefore engagement with those sorts of businesses was extremely difficult.

> *"…there is a longer term return on investment to do this kind of*
> *project, but not necessarily any substantial quick wins. And because of*
> *that it's less attractive for a business." [152][BUS]*

Similar projects must have a demonstrable benefit that businesses can clearly identify, coupled with a short-term hook (which was the match-funded grant towards the end). Without that approach, many businesses will not be interested.

4.3.2.2 Sub-category: Project

Project barriers were arguably the biggest hindrance to the delivery of FWTW, therefore were discussed at greater length with interviewees. Project barriers mainly address issues within the methodology, but also covered external pressures from the funding body and bureaucracy.

It was noted by a number of interviewees that the desired outcomes of the funding body did not align with businesses or travel planning best practice. One example of this was the restriction to SMEs, specifically in such a small geographical area. This created significant challenges in reaching critical mass with employers, isolating many before the project began.

> *"I'd probably say it achieved showing working in such a small area is*
> *actually quite hard, in terms of you trying to go and get 80 businesses*
> *in such a small area… you need to go over a wider area" [182][EXP]*

However, the county varies greatly in aspects such as infrastructure and employment types when comparing the north and south, therefore conducting a Hertfordshire-wide project would need to consider these differences. It was also stated that FWTW was more suited to larger SMEs. This could seem obvious as the project originally aimed to target larger SMEs. This decision was on the basis that they would provide more of a demonstrable impact to carbon reduction.

> *"… if we were talking about larger SMEs who have a work place rather*
> *than working from home, if they have more employees, maybe 5 or 10*
> *employees then yes it's going to be much more relevant, that's the*
> *difference." [197][BUS]*

It was also noted by one interviewee that the monitoring methods were unrealistic, both in gathering the data and in actually measuring what they were designed to measure.

"It's very challenging if not impossible to actually go and calculate

those metrics against the targets which have been set." [012][EXP]

This feedback implies that many aspects of the project delivery were unrealistic from the beginning and should have been reconsidered. Should this have taken place, the project may have been more successful in its aims. However, it is important to remember that the whole basis for receiving EU funding for this project was to attempt to engage with a difficult to reach group. Had a different target been considered in the original project bid, it is likely funding would not have been awarded.

Two interviewees also discussed the issue of bureaucracy. The amount of time invested in reporting meant that time could not be spent engaging with businesses. It was interesting to note that EU funding no longer requires the same level of detail (LUC, 2014), and therefore has already learnt from feedback received from this project.

"EU Funding is clunky and onerous. At that stage it was too restrictive.

The new round of funding says that it's done away with a lot of that

bureaucracy. But there was limited room to manoeuvre." [264][EXP]

This further reduces the degree in which projects can adapt to changing circumstances, something that is necessary in a changing business climate. Flexibility should be a priority within business-focussed project proposals.

A large proportion of the feedback received from interviewees was around the project offering. It was generally accepted that the FWTW benefits, particularly at the start, were not strong enough to entice businesses. It was also raised by three individuals that it is important for the offer to be as strong as possible at the beginning. Repeatedly going back to businesses with a slightly better offer will encourage them to wait and see what else they can get.

"having one offer, then adding another two, then another

two…doesn't give the right impression of the project to that person,

because they're constantly being contacted with a new offer for the

same thing, so they'll think 'why get involved now because they'll ring

me back in another month with something else for me'." [045][EXP]

In addition, it was raised that if a similar project were to run now, the wider offering would be much greater from other parties (e.g. smart ticketing, real-time information, higher quality public transport information) and therefore would supply other "hooks".

"I think that in the absence of some of the things that have now been

delivered or are being delivered through the QNP, it was difficult. I

think if we were to run the same thing in a year's time, then you might

get a better result." [210][EXP]

It takes significant time and investment to develop incentives such as discounted ticketing, and therefore should be invested in prior to the project start. If not possible, serious consideration should be given to whether developing such initiatives is worthwhile. Despite being a pilot project, there were many aspects within FWTW that were of detriment to the project that could have been negated to varying extents.

4.3.2.3   Sub-category: Personal

This sub-category deals specifically with the barriers in encouraging people to use more sustainable modes of transport. Although this topic has been covered in other literature, it was important for this research project to relate those experiences specifically to SMEs. Also, there may have been barriers specifically relating to the local area that otherwise would have been unknown. Almost half of the points raised by interviewees when asked about modal shift were relating to the private car.

It was apparent from the interview responses that a significant number of both employees used the private car on a regular basis. Evidently, people like the privacy and safety of their car and it's the first thought for many when thinking about commuting to and from work. Other transport options aren't considered, let alone decided against, and therefore the first

challenge is to get people thinking about different modes. High car ownership typical for St Albans exacerbated this problem.

"I think certainly in this locality it's quite a challenge, I think culturally people like driving cars, it gives them their own privacy, their own private space, St Albans generally is quite an affluent area and a lot of families tend to have more than one car." [111][BUS]

Some businesses will always rely on the car, possibly due to being based in a remote location or staff frequently visiting areas off-site. Increasing fuel costs are regularly absorbed instead of other options being considered. It is critical to target businesses where modal shift is possible, otherwise resources will just be wasted.

"Things that would probably cause businesses not to take part would be the ones where they feel they are heavily dependent on vehicles for their day-to-day business use and couldn't see an opportunity for anything else given the time" [114][EXP]

Sometimes the perception that the car is the only option is true. One business in particular could not promote working from home as the internet infrastructure where the company was based did not allow for high-speed internet. Furthermore, often smaller businesses are more reliant on the car.

"they'll [sole traders] go from one meeting to another. So working a strategy for their travel movements probably wouldn't be as straight forward as a larger organisation." [195][BUS]

It is for these reasons that promoting modal shift can be difficult, especially in a business setting where the priority is earning money. Sometimes these issues can be addresses through providing information.

The alternatives to commuting via car can be lacking in both Hertfordshire and Suffolk, notably the cycling infrastructure in Hertfordshire and the bus network in Suffolk. It is important that external issues are addressed and the wider offering improved before attempting a scheme that attempts to encourage people to use those services.

"Also other things like not having particularly good broadband coverage means that the opportunity for promoting working from home wasn't always there at that point in time." [170][EXP]

A number of points were also made specifically regarding public transport, notably the acknowledgement that it sometimes requires employers to be flexible. Some people also look down on public transport (particularly the bus) as a less respectable form of transport, regardless of any discounts or the quality of information.

"So if you go into certain companies and offer discounts on the bus you'll still have people balk at it, but if you offer discounts on the train, they might accept it." [154][EXP]

Fresh Ways to Work not only strived to promote the options available to people, but educate them and make alternative modes appear more accessible, appealing or realistic. That is an important factor that accompanies many behaviour change projects.

Many of the businesses did not join the scheme until the end (Figure 4.1). Therefore it was too late to provide support in changing commuter and business travel patterns. This supports the feedback that more time should have been allocated to the project. However, it is possible that the late-comers were solely interested in the financial gains and not changing staff travel behaviour.

Without viable alternatives, despite best efforts of behaviour change projects, long-term modal shift will not occur. If employees are trying different methods of transport, and they are deemed to be inferior to the private car, people will revert to their original choice. This is an important learning outcome and demonstrates that the success of FWTW was dependant on more than just the workings of the project.

4.3.2.4 Sub-category: External

The last sub-category regarding barriers determines whether there were obstacles outside of the project and the businesses that hindered engagement and/or behaviour change. External factors can be across a local, national or even international scale.

Much of FWTW revolved around engaging with the business community. However, it soon became apparent that no business community that suited the needs of the project existed. There were organisations such as the Chambers of Commerce, and a strong Chamber was in place in St Albans, but many of the businesses represented were not SMEs. Therefore a notoriously hard to reach group were not receiving information on the project and as a result, didn't know it existed. Three interviewees commented on the difficulty of engaging with businesses, with one stating the amount of awareness raised and engagement as an achievement of the project.

"I think it achieved some awareness raising and some engagement

with SMEs who are notoriously difficult to reach." [017][EXP]

The most significant external factor, mentioned on six occasions by interviewees, was the economic downturn. In terms of both money and time, the recession squeezed many businesses for resources and ensured that anything seen as non-essential was ignored. This was particularly true for SMEs given their relatively slim operating margins, meaning that some were more inclined to try and create immediate income:

"They're far more focussed on getting sales and profitability rather

than looking at costs... if you pick up the phone and make a phone

call, go and see a potential client and get a sale, that effort brings a

demonstrative return in to the business." [161][EXP]

Owing to the number of staff being reduced as well, it meant that sometimes there was no-one to actively work on a project such as FWTW.

"I think a lot of businesses have cut their staff level down to, I won't

say a bare minimum, but there isn't that luxury now to go and look at

81

This implies that the economic downturn had a major impact in businesses wanting to engage with FWTW. Had the credit crunch never happened, engaging businesses may have been easier. For this reason, projects such as this should arguably be conducted during economically prosperous times, helping businesses become more resilient in the long term.

The last external factor discussed with interviewees was the lack of Government support. It was noted by five respondents that not enough advice is given to businesses, and occasionally the wrong messages are publicised, actively making carbon reduction seem like a grand aspiration and not an achievable aim. Two respondents also noted the fluctuations in Government procedure:

> *"…these SMEs, these sole traders, think 'well why should I bother?*
> *Because actually, the Government's going to change its mind next*
> *year, so if I put all this effort in, am I actually going to get a real*
> *benefit at the end of the day?'" [159][BUS]*

Clearly central government play a role in influencing business practice, and conflicting messages are an issue (Enoch & Potter, 2003). Government incentives cannot be influenced by a project such as FWTW, but raising awareness of schemes such as the Cycle to Work scheme can potentially demonstrate that there are schemes designed to help businesses. One respondent did propose a potential, partial solution, identifying that businesses and employees need to see a tangible benefit to adopting TPs and travelling more sustainably.

> *"clearly if employers could give that to their employees, a weekly*
> *BUSnet ticket, or even a monthly one if we could develop one, and*
> *that wasn't taxable, then that would clearly make a difference. As it is,*
> *your parking space at work isn't taxed" [160][EXP]*

There is little that can be done to improve external factors at a local level, but some businesses could have improved their resilience through adopting FWTW. One individual stated that it will never be a good time to attempt to conduct a project such as this, businesses will always focus

on their "bottom line". However, if businesses can be convinced through a range of methods that they should be looking to improve both their financial and environmental sustainability together, then similar projects would be worthwhile.

4.4   Theme: Outcomes

The second and last theme to emerge from the thematic analysis was titled "outcomes". This includes both the achievements of FWTW and the lessons learnt (not relating to marketing). The purpose of this Section is to discuss whether the project was successful, what new information presented itself over the course of FWTW and what could have possibly been done differently to benefit the project, staff and businesses. It was important to differentiate between the 'Failures/Challenges' of FWTW and 'Possible Alterations' in order to provide potential solutions to issues instead of just discussing the problems.

4.4.1   Category: Project Alterations

This Category, 'Project Alterations', encompasses both potential and implemented changes. Alternatives were considered by project managers whilst FWTW was in progress, but could not be actioned due to limitations in funding and officer time. Therefore, this Section will provide important alternatives to future projects and information on what worked for FWTW. Due to the amount of undertaken marketing alterations and other suggestions, those have their own Section (4.3.1). Distinct sub-categories are displayed in Figure 4.9.
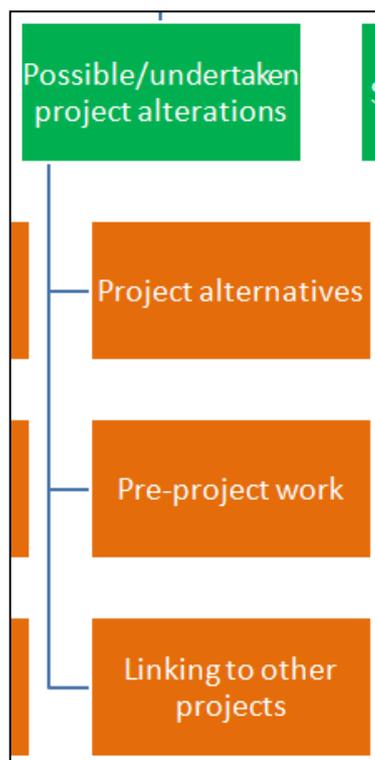
Figure 4.9 Project Alterations Sub-Categories

4.4.1.1 Sub-category: Project Alternatives

One of the most valuable aspects of this research project was to ask businesses and experts what could have been done differently. Business representatives that responded to the interview were asked if they thought FWTW was missing anything. The most popular suggestion, mentioned by six of the ten interviewees, was to extend the timescale of the project. This has already been discussed briefly within the project barriers across a range of topics. However, it is important to note the significance of restricting the project to two years. By the time the project had modified its approach, introduced the grants and removed the compulsory TPs, there was not enough time to fully re-engage with businesses. A lot more could have been achieved with a relatively small additional investment.

"…if this had run on for another 6 months we probably could have

signed up another 80 or 100 companies because we got the trick of it"

[273][EXP]

"That was too short… by the time you've got businesses involved and

people come to know what you're doing, its coming to an end."

[188][EXP]

Directly related to the above points was the suggestion that a larger budget would have been beneficial. Increased financial resources can improve the outcomes of a project, but not necessarily its cost: benefit ratio. Feedback received focussed more around using a larger budget in partnership with other methods such as increasing the aspirations of the project.

"I think in the future, something like that should be across a wider

partnership and bigger in scale and aspirations." [130][EXP]

Increasing timescales and budget almost certainly would have been beneficial to FWTW and the businesses involved. Businesses that were engaged in the last six months could have received ongoing support and the grants could have been advertised to a wider audience. Therefore, one learning outcome is that projects should be flexible, allowing enough time for

modifications to be made, and have additional funds available to continue work if the project if warranted.

One interesting suggestion made by interviewees from both the business representatives and experts was to remove the SME restriction aspect of FWTW. Due to the project being restrictive in this manner, targeted areas would only ever receive a partial improvement at best, therefore having a minimal impact on the local environment. Involving larger businesses could also act as an incentive for others to become involved:

"I would probably say don't stick to SMEs, I think that's a really hard
area to get into and I think you've got to have (to a certain extent)
large businesses that are leading the way getting involved to then
entice the smaller businesses in." [122][EXP]

For example, developing an area-wide project that directly related to the operational area of Network St Albans would have allowed for dedicated schemes to be developed for all businesses. This would have added further value to conducting the project in an area with a QNP.

One idea suggested by a respondent was to expand the project to the entire carbon reduction remit instead of just travel, for example, helping with building insulation or changing the premises to energy efficient lighting. This would have undoubtedly made the project more appealing to businesses more appealing.

"I think possibly links to wider environmental benefits other than
travel… maybe the focus was too narrow. And things like fitting LED
lighting; and the fact that the cost savings can be appreciated within a
year…. the project could have had broader appeal." [034][EXP]

However, every project needs boundaries, and this was recognised by one interviewee when asked if offering other incentives through the project would engage more businesses:

"Yes, but on the other hand you need to assign money to a specific

cause." [006][BUS]

There were also other schemes in place that offered to improve other aspects of carbon reduction, schemes that were promoted through FWTW. Therefore, if this approach was to be adopted in future projects, it should ensure no replication is taking place. Another suggestion raised by a business representative was to pick an area, work intensively on engaging with local businesses, then move on to another location whilst still supporting the previous areas:

"I would have liked to have seen perhaps a more localised scheme pick

a pocket and pilot it there and make sure it works, and then roll out to

the next place and the next place and see it as a program." [125][BUS]

This approach would allow the Project Officer(s) to make personal contact with businesses individually, gain an in-depth understanding of the local issues and have a continuous presence to remind businesses of the importance of the work. It would also be more amenable to promoting car-sharing, with employees commuting to the same specific area. This approach could be similar to that of Travel Planning groups, with the added benefit of a bespoke resource to manage the running of the group. Another suggestion revolved around identifying the type of business instead of location. For example, focus on accountants, exhaust that market (in terms of sign-ups to the project) then move on to the next business type.

"Maybe if it had been targeted to… look at business streams maybe,

you know like accountants for one and target just that; or target just

health and wellness people." [079][BUS]

This approach would allow the marketing to be tailored to that particular field, potentially increasing sign-ups. It would also yield valuable data on the receptiveness of the varying business types and what incentives appeal to them the most.

One other improvement suggested by more than one interviewee was to increase the amount of monitoring, both for the project itself and the business TPs. When discussing the TPs, more

monitoring would have been undertaken if the project had gone according to plan. Regarding self-evaluation of the project, this would have allowed any failures or underperforming aspects of FWTW to perhaps be addressed and rectified quicker.

"You've got to do continuous assessment, you've got to have
everything that's going to be offered, offer it at the start, but then still
do reviews and go that's not working." [126][EXP]

If this method had been established at the offset, resource constraints would have meant more self-evaluation would have been at a cost to other activities. This implies this is a worthwhile activity, but should be conducted in-situ with increased resources.

Regarding car sharing, one suggestion described setting up a "buddy scheme" – a potentially useful idea if the systems were in place. Also, one potential missed opportunity was to work with Liftshare – a company that deliver online car sharing software.

"...in retrospect we probably should have engaged Liftshare directly
because I suspect, given what they do now, they might have been
prepared to do some quite tailored packages for SMEs." [252][EXP]

The Project Officers were unaware that Liftshare could have potentially conducted their own marketing campaign to coincide with the project, therefore benefitting FWTW and the businesses. This offer could have been specifically tailored for SMEs, a relatively unexplored field and could have provided a more compelling offer to businesses and employees looking to car share.

There were two conflicting opinions when it came to the types of transport included in the project. One interviewee suggested removing the public transport aspect completely due to a lack of interest from both employees and employers, and instead focus on cycling, walking and car sharing.

"...getting rid of the public transport element of it because it just really
doesn't work. And it's very hard talking to someone in a suit to say

'you're in at the crack of dawn every day, why didn't you get the bus

in?'" [132][EXP]

Although this option may have sounded more appealing given the difficulties in promoting public transport and securing discounts, it would have excluded a large proportion of staff that did not have access to the other options from the project. Therefore, arguably public transport is a key component of an inclusive mode shift project.

The other suggestion conversely suggested looking at transport as a whole, across a wider network and including logistics and movement of people in general. This would, of course, required a significantly greater budget and therefore would not be suitable for a project of this scope, but could be considered for other funding sources.

There were many additional options pitched by interviewees. One particular option was to provide businesses with a list of things the project could provide and let them complete a "tick box exercise" on what they would like:

"I'm supposing that a system that they [the businesses] could sign up

to that said 'yes, tick this box you'll get this, tick this box and you'll get

that' might help them." [128][BUS]

This would have dramatically reduced officer time and ensured businesses received what they wanted. However, this would have done little to encourage behaviour change and wouldn't have allowed the development of relationships with businesses.

Conflicting with the suggestion described above, one business representative discussed the desire to develop an ongoing professional relationship with the Project Officers and the University. Although this may have been self-motivated (trying to sell services to the University) it shows there may be a demand for businesses to develop working relationships with other organisations. This will however only be with open-minded businesses – most would probably not be interested in developing such relationships.

The last specific project improvement suggestion was based around discounts for employees. It was thought that a 20% discount on Arriva monthly tickets was not enticing enough to encourage staff to try using the bus. This was enforced by no-one deciding to take advantage

of the offer. It was raised that discounts on an area wide ticket, without the minimum term being one month, may have been a way to get more people trying public transport:

"…it seemed to me that if you had had some serious discounting,
possibly beyond 20%, as in sort of 'try buses at discounts from all the
operators' that might have made a difference." [253][EXP]

A topic of conversation within the QNP and indeed wider policy was the benefits around network tickets with public transport operators working together outside of London to provide a significantly improved offering. A project such as FWTW would provide the perfect test bed to trial such an offering to a targeted market due to its ability to monitor uptake. This is something that should be considered as a learning outcome for future projects.

To conclude this Section, there were a significant number of varying ideas put forward by interviewees, some of which had real merit and should be explored further. Inevitably some suggestions conflicted, confirming there are no definite ways to approach travel behaviour change within a project of this scope. However, it was reassuring to note that although the project may not have met its main aim (signing up 80 SMEs to conduct TPs) there are other avenues that could be explored. Arguably, that outcome is one desired from a pilot project.

4.4.1.2 Sub-Category: Pre-Project Work

A number of suggestions revolved around work that should have been conducted prior to the project launch. Due to the limited number of businesses targeted, more work should have been conducted to research the business population available in the target areas to gain an understanding of the target market.

"I don't think there was enough research done on the number of SMEs
that were actually in each of the target areas." [148][EXP]

Had this exercise been conducted, the Project Officers would have been better informed and therefore could have potentially modified engagement methods. Another suggestion noted by at least three individuals was to engage with businesses and business representatives as part of the pre-project work, the purpose of which would be to speak with people who should be

involved in the project and gain an accurate picture of whether it's appealing to the target population:.

"And maybe even some pre-research on saying to businesses 'what would you have liked, what would you have found useful?'" [145][EXP]

This activity was conducted (to some extent) with officers from Suffolk County Council arranging focus groups with relevant people from the target population. However, uptake suggests there may have been erroneous data provided by the focus group. Obtaining true opinions on the project prior to beginning is very important.

*"The question 'do you want to become a partner in this?' would really have shown you who thought it was a good idea and who didn't...
'Will you become a partner in it?' 'Ooh, don't know if I've got the time.' That tells you straight away if the proposition is strong enough." [151][EXP]*

This process of gaining feedback would have discovered the flaws within the project to a greater extent than the pre-project work undertaken, but also would have gained buy-in from businesses and intermediaries, almost guaranteeing business sign-ups or endorsement from important partners. This significant learning outcome should be trialled within future projects where applicable.

The last item of feedback related to identifying the target market in its broadest sense. No research was conducted on the types of businesses within the target areas; which subsequently meant no information was available on the best way to engage with the businesses. Some accurate market segmentation should have been conducted in order to understand the target market:

"…doing that pre work, to understand the best method of communication, who your target audience is, what the profile is of the target audience, what makes them tick and how, what buttons you need to push to get the desired result." [143][BUS]

Despite there being no accurate information on the specific businesses in the target areas, research was provided by Experian (2011) that described the types of businesses that are more likely to engage with this sort of project. Although useful, this information was only partially accurate and should not form the basis for business engagement:

"at the beginning of the project we were actually looking at

businesses that would take part/possibly take part/not take part...

some of that was proved true and some wasn't." [198][EXP]

Including detailed analysis of the target populations would have been beneficial to the project, if only to give the Project Officers an idea of the situation. It could also have allowed specific marketing methods to be adopted to target specific businesses, potentially increasing the success of the project.

4.4.1.3 Sub-Category: Linking to Other Projects

This sub-category describes the initiatives outside of FWTW that could have added value for the businesses engaged. The items raised contain a mixtures of schemes available at the time, in progress, and yet to be developed.

Hertfordshire was the hub for many innovative schemes such as Real-Time Information and Voluntary Quality Network Partnerships. The broad agreement was that these additional schemes allowing people to travel more sustainably are extremely important for encouraging modal shift. Three interviewees alluded to the importance of various new technologies.

"I think if we were to run the same thing in a year's time, when real

time was in and maybe moving towards smart ticketing, then you

might get a better result." [212][EXP]

Smart-ticketing was one of the aspirations of the project (Section 3.4.1). However, due to its lacking application, was never robust enough to use in the public domain. This was a significant disappointment as the project was partially reliant on the mobile ticketing to differentiate itself from other Travel Planning projects. However, now that smart-ticketing is emerging

through other methods, it should be publicised through schemes such as FWTW, therefore adding a value to businesses.

Due to the lack of interest in public transport, cycling appeared to be the main alternative to the private car within most businesses, with a significant proportion of the grants being used for cycling facilities. Interviewees also stressed the importance of providing cycling support through infrastructure improvements. Future projects within St Albans in particular should be promoted around important upgrades to the local cycle network.

"I mean for example if the Green Ring was operating… then I think it
(modal shift) would be an easier ask." [212][EXP]

This supports previous comments that the public transport aspect of the scheme was the least popular. Therefore, cycling could be considered as a priority of Travel Planning schemes in order to maximise modal shift.

Quality Network Partnerships were also mentioned by two interviewees, relating specifically to the improved wider offer they can provide. First, QNPs can be used to disseminate information to those who request it in the form of improved information on the alternatives to the private car. It would not be possible to set up a Quality Partnership in every area that receives transport related funding, but the important factor is to improve the wider offering outside of any funded projects. Specifically, zonal tickets that encompass all operators are extremely important in gaining new customers on bus services.

"the BUSnet ticket would be important because if you did it through
that, which is an all operator ticket, that would catch anyone that was
commutable by bus." [213][EXP]

This topic is within the wider issue of encouraging more people to use public transport, but the value of this information remains when related to other schemes. Without a compelling proposition and viable alternatives to the private car, employees and indeed people in general will not change their travel behaviour.

It is vastly important for any transport project to relate to other positive initiatives. The general public will only change their travel behaviour if there are viable alternatives coupled with a compelling reason to change and the information to make an educated decision. FWTW had some wider benefits on offer, but was arguably executed too soon, before Real-Time Information and Smart Ticketing were implemented.

4.4.2   Category: Successes/Benefits

The second category within the "Outcomes" theme discusses the positive aspects of FWTW, for both the businesses, the project itself and any other wider benefits such as knowledge development or unforeseen benefits (Figure 4.10). This could have been in the form of having an impact on carbon reduction, meeting project aims or other successes that were not anticipated. This Section helps evaluate how effective FWTW was in having a positive influence on local businesses, regardless of whether it met its aims and objectives.
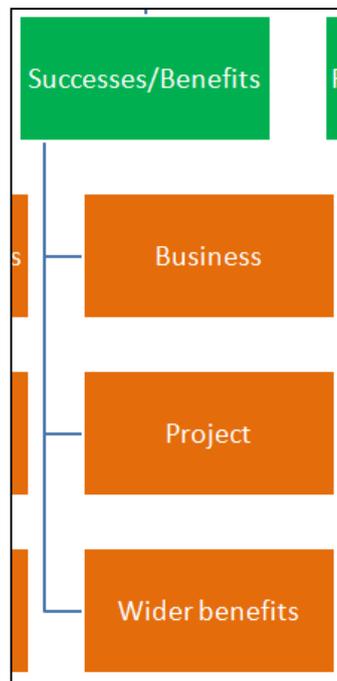
Figure 4.10 Successes/Benefits Sub-Categories

4.4.2.1   Sub-Category: Business

Fresh Ways to Work focussed around benefiting businesses in the form of decreasing their carbon emissions and saving them money. Although the official project evaluation states that the project did not achieve its aims, this Section aims to discuss the positive effects it had on both businesses and their employees.

Four interviewees stated that FWTW had a positive effect on carbon emissions reduction. This is important to document as one of the main aims of the project. However, the extent of the carbon reduction vastly differed between businesses, an outcome that was expected but not the extent witnessed. One business representative, when asked about their carbon reduction, said that they almost met the 10% target.

"I would say that is not far off being 10%." [138][BUS]

Conversely, another business when asked if the project met its 10% carbon reduction aim said that the project underachieved in this particular aim.

"I don't think it achieved…What has happened though, as a result… is
that people are more active, people do think about alternate forms of
transport." [001][BUS]

In general, businesses that were interviewed saw a carbon reduction, albeit not to the scale the project had envisaged. Importantly, the reasons for carbon reduction varied between businesses, confirming the premise that no one method or incentive will resonate with the entire target market. Journey reduction was mentioned by two interviewees stating that home working and video/teleconferencing made it possible to completely remove certain journeys:

"…the other [grant] was for some equipment so that we could actually
reduce the number of journeys made for training for example." [005]

Not only did this investment decrease the number of journeys made, it also increased the quality of the training by providing other options previously not available. This result was unexpected and is important when considering the broader achievements of FWTW.

One of the main business benefits outlined by interviewees was the 50 per cent match funded grants. One individual stated that the grants were the only tangible benefit to businesses. This is partially accurate, as without the grants, many businesses possibly would not have gotten

involved in FWTW. Four separate interviewees stated that grants were the main reason people became engaged, with one stating:

"The grant made a hell of a difference, because I think once you start talking grants, peoples ears prick up." [238][EXP]

However, one business did not take advantage of the grants and their opinion conflicted with the majority.

"…the grants weren't that important for me, it was more about the overall benefit of the scheme." [229][BUS]

It is important to remember that although the grants were the main selling point for a majority of businesses and therefore worked to the benefit of the project, they benefited some businesses significantly. Without the grants, one business in particular would not have been able to achieve tangible carbon reduction outcomes

"It enabled us to get three Brompton bikes which enabled three of our staff to work more flexibly and undertake some journeys involving bike and car which previously would have been car only." [138][BUS]

Purchasing equipment for staff members also demonstrated to the employees that even though the business may not be able to reward them financially in difficult economic times, they still valued their efforts and hard work, another unexpected outcome of the project.

"that's how companies can make sure that employees know that their company is working for them as much as they can." [020][BUS]

The process of businesses securing grants was simple, overcoming a potential sticking point. The simplicity and effectiveness of the grants was of credit to the project and clearly provided a tangible benefit to some businesses. Had grants been available from the start, it is possible a

lot more businesses would have become engaged and reduced their carbon footprint. Given the relatively small cost of providing such an incentive, a learning outcome should be that match funded grants are positive for reducing carbon emissions.

Several other smaller benefits for employees of the businesses were illustrated throughout the duration of the project including reduced travel costs, enabling flexible working, increased fitness and motivation, and the development of relationships through car sharing, although each of those items were raised by a different business and so were not universal across all employers. This enforces the statement that a variety of benefits appeal to different businesses and individual business should be approached and asked "what do you want?" This would enable tailored benefit packages to be deployed for each business, an essential part of increasing sign-up rates.

A number of other business benefits were also noted by individual respondents including assistance with Corporate Social Responsibility, aiding planning permission, raising the profile of the business and developing links with other networks such as the Chambers of Commerce. Although these will not be described in detail due to only being described by individual interviewees, they are important factors to consider when looking at how the project performed.

Businesses and employee benefits varied greatly depending on the business' bottom line and employee interests. It is crucially important for a project to offer a wide variety of benefits, something which FWTW did well towards the latter stages of the project.

> *"…they were appreciative of the advice and support and the fact that*
>
> *there was quite a wide range of initiatives and things that the*
>
> *businesses could choose to do." [244][EXP]*

Conversely, it was noted that the grants were the main source of benefit for the majority of businesses and employees. Without the grants, sign-up rates would have been significantly lower, a critical lesson to draw from this research project. Only one business mentioned making tangible financial savings, therefore suggesting the project was more effective at reducing carbon emissions.

4.4.2.2 Sub-Category: Project

Despite the issues that FWTW faced, arguably a lot was achieved. This Section aims to describe all of the things the project did well. Many of the successes were objectives of the project and were therefore achieved. However, some were not expected and were interesting bi-products. The success commented on most by interviewees was raising awareness of TPs, transport options and the cost of unsustainable travel to businesses, with one individual stating:

"I think that it probably would have questioned it in their own minds,

so yes, it raised awareness in that sense, most definitely." [015][BUS]

Although awareness raising is a positive outcome, the project aimed to go a step further and actually change people's travel behaviour. Raising awareness is the first step towards achieving voluntary behaviour change, and so the project partially met its aim. It is possible that although a change in behaviour was not documented during the project, for some individuals a change may have been created over time.

"people perhaps hadn't thought about taking part [in such initiatives]

before, but would certainly do so over time." [094][EXP]

Awareness raising may also have 'planted the seed' in the minds of businesses.

"…..for those that maybe hadn't thought about business benefits from

being green, maybe, I'd like to think a few of them went to bed at

night and thought 'maybe, maybe there is something here that we

should be thinking about.'" [024][EXP]

This would not fulfil criteria set by the funding body, but nevertheless supports the promotion of alternative modes of transport and the green agenda. Analysing the long-term effects of a project such as FWTW is something that would require increased resources. Fresh Ways To Work may have also encouraged businesses to get involved with other positive schemes once "the seed had been planted".

The other success commented on by a significant number of interviewees was in the form of knowledge gained from undertaking such a task. The practical experience gained from working on a challenging project has meant that local authorities and partners have a greater understanding of their local businesses and TPs. One interviewee in particular described the effect of this project in a European context:

"I think that what it really achieved from a European funding point of view was that it built within an institution like a University and a Local Authority a degree of expertise that could not have been gained through any other means." [021][EXP]

This point is particularly profound as it demonstrates a clear benefit for the project. Despite the numerous failings based on the original project goals there is a discernible gaining of knowledge which was still being utilised after the project had finished.

"...we're still basically doing all the same things, engaging with businesses, networking, supporting them, but in a much more relaxed way." [268][EXP]

The outcome of gaining knowledge is more important in pilot projects so as to inform future initiatives. The funding body, and the wider funding community, would have gained a valuable insight in to the field of SME Travel Planning and adjusted future spending decisions accordingly (and subsequently has done, as described by one interviewee, in the latest round of Local Sustainable Transport Funding). This is an important learning outcome and should be considered a project success.

Some of the involved businesses were pleased with the support they received. Most considered any assistance a bonus to their 'business as usual'. It was noted that businesses are often inundated with offers of schemes and projects that could benefit them, and so FWTW arguably did well to engage the number it did:

"There are a number of things that you hear about….in terms of

schemes and you can't take all of them up. There might have been a

scheme or two out there that we could have taken advantage of in

some form but haven't. But this one we did." [193][BUS]

The project also helped to embed businesses within wider strategies and created an understanding that SMEs contribute significantly to local carbon emissions; something which may have been lacking at a Local Authority level. This meant businesses could be engaged on a wider range of issues and therefore become educated on issues and initiatives. The partnership approach between Local Authorities, academic institutions and businesses is replicable across a number of similar topics, which adds a value to the work undertaken:

"…and that [model] is now replicable, so that has a real value to our

organisation because we can now add more value and research to

other projects." [025][EXP]

Fresh Ways to Work demonstrated this partnership can yield positive results and should be seriously considered for future works due to its success. This comment also furthers the premise that projects should be undertaken in partnership, with a supporting structure of wider initiatives available. Fresh Ways to Work succeeded in a number of ways. It provided practitioners with experience that could not have been obtained through any other means, and provided the EU and other funding bodies with information on what encourages specifically SMEs to involve themselves with this type of project. The project did not achieve its aims, but it did achieve a significant amount in other areas.

4.4.2.3   Sub-Category: Wider Benefits

The last sub-category within this Section describes and analyses the benefits and successes of FWTW outside of both the project and the businesses. A significant number of businesses described getting involved with the project as the right thing to do.

"it's just a case of what a company should be doing." [257][BUS]

This implies a decision based on principals other than financial, a rare occurrence considering the feedback gained from interviewees but in-line with some literature (Spence, 2007). This implies that businesses that do not consider CSR a priority potentially would not involve themselves with such a scheme. Therefore, other projects that cannot offer financial incentives should actively seek out businesses that are somewhat concerned with "the right thing to do".

Another wider benefit, one that was not anticipated, was the realisation that Network St Albans, and other partnerships, could apply for and secure funding. Due to Network St Albans being the first partnership of its kind, it was unknown whether funding applications would be successful. In addition to securing funding, partnership endorsed submissions were more likely to be accepted due to the collaborative nature of any work to be undertaken.

"it helped that partnership begin to understand that it could apply for funding such as the European Regional Development Fund from which Fresh Ways to Work came from, and ultimately to look for additional funds for delivering sustainable transport within a given area….that was quite key" [027][EXP]

4.4.3 Category: Failures/Challenges

The last of the five categories to emerge from the Thematic Analysis is 'Failures/Challenges' (Figure 4.11). Many shortfalls in the project inevitably overlap with other categories within this research. This Section draws together any remaining issues that don't logically fit anywhere else. No sub-categories were required for this Section due to the relatively small remaining number of interview statements to be addressed.
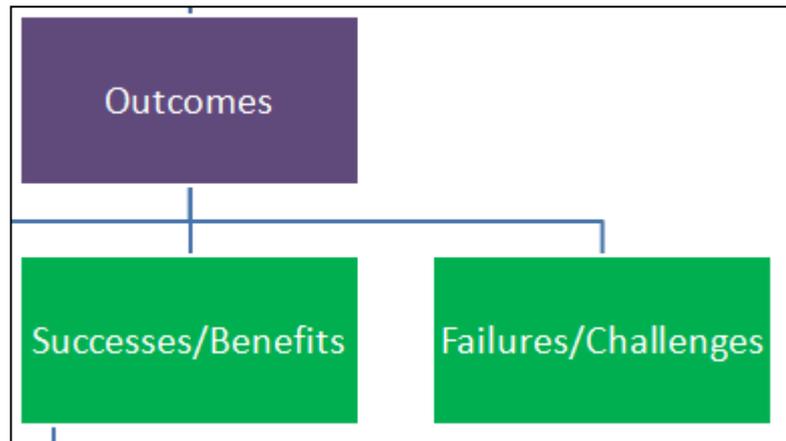
Figure 4.11 Failures/Challenges Category

Arguably the biggest failure within the project was the compulsory nature of businesses developing TPs. Many businesses did not want to become involved with something that was perceived to have a high cost (in the form of staff time) with little reward in return, demonstrated by the low number of sign-ups whilst Travel Planning was the main incentive on offer (Figure 4.1).

"Travel Planning was the main selling point and it didn't take very

long to work out that wasn't a massive carrot for people." [220][EXP]

If the project had launched without the Travel Planning commitment, although potentially less daunting for businesses, there would have been even less "carrots" for businesses. However, several telephone calls were made to local businesses pitching the original FWTW proposition, suggesting a significant number didn't see the value in Travel Planning:

"I said to them 'what do you think of this, tell me the truth?' and they

said 'not interested, can't be bothered, I just don't see what's in it for

us.'" [221][EXP]

This feedback suggests one of two things; either the message of what the project could offer to businesses in terms of benefits (the main one being Travel Planning) was not being communicated effectively, or the benefits themselves were not strong enough. From the

criticisms arising regarding the marketing, a weakness of marketing material definitely contributed to the ineffectiveness of the project. However, one business representative described their principal motivation for getting involved in the scheme being solely based on the grant offering, implying without that offering, they would not have gotten involved.

"What it did for us was enabled us to get those 3 Brompton bikes...So

that was the principal benefit from our perspective." [138][BUS]

Therefore, a significant challenge of the project was to have a compelling proposition for businesses from the start and market that in an effective way. Perhaps one failing was not having the grants available for businesses from the start of the project. Once the marketing and offering to businesses was perfected, a significant number of businesses could have been signed-up to the project in a relatively short space of time suggesting projects of a similar nature should adopt a similar approach.

It could be argued, conflicting to the points above, that the biggest failure of the project was that it did not achieve its original goals (Section 3.4.1). Five interviewees acknowledged outright that the aims of the project were not met, with a number of others implying so. However, of those five interviewees, four of them also stated that the goals were unrealistic.

"…when you go into the businesses there was very few that you were

going to be able to save £10,000 on, so you're setting the bar very

high" [002][EXP]

Unrealistic goals mean that regardless of inputs or best intentions of the Project Officers, FWTW could be seen as a failure, creating negativity instead of analysis of what it had achieved. One business stated that despite best intentions and becoming engaged with FWTW, they did not get close to a 10% reduction in carbon.

"I don't think in reality we got that close to that… But to be fair we

wouldn't have gotten close to a 10% reduction by purchasing those

three Brompton's." [003][BUS]

This supplements the point above, concluding that projects should have realistic or flexible goals from the offset, especially within a pilot project where there are many factors that could fluctuate. The weakness of this approach is that project targets could potentially be modified to suit shortfalls in the project delivery as opposed to changing circumstances; making a project appear successful when in reality, it could have achieved a lot more.

One final criticism of the project goals regarded evaluation. It was noted that even if the project had met its objectives, it would have been difficult to provide supporting evidence.

"I'd say it's very challenging, if not impossible, to actually go and

calculate those metrics against the targets which have been set, it's a

bit of a pipe dream." [011][EXP]

This suggests a lack of understanding from the offset that the project targets were extremely hard to measure, and may have been set in order to make the project appear more appealing as opposed to containing accurate ambitions. From this, future projects should carefully consider their objectives and the methods proposed to accurately evaluate results. Without undertaking that process, projects could appear to fail even if they achieve a great deal.

Although it was generally agreed by a number of interviewees that discounts get people interested, one failing of the project was that it did not offer enough.

"…negotiating the discount was quite time consuming. It cost money

through the project. Also, we don't know how many businesses or very

few businesses took them up." [225][EXP]

Considering the statement above it is important for a funded project such as FWTW, where resources are limited and strictly monitored, that time is managed effectively. The rationale behind investing time in securing public transport discounts was based on the foundation of feedback within the project suggesting that would encourage uptake of those services. Further studies would be required to determine exactly why that particular incentive did not resonate with businesses and employees.

Many of the themes used to promote the project, although seemingly appealing, did not entice businesses. Improving networking complemented by a free, three month membership invitation to Environmental Population was not utilised by businesses. There were also other messages, used to a great extent, that were arguably of no interest to SMEs.

"Some of the things where you're talking about staff
recruitment…happy staff…flexible hours...CSR, that tends to be for
larger organisations. " [241][BUS]

This leads on to a point raised by one individual who stressed the importance of differentiating between staff and employee incentives. For example, flexible working hours may be of significant interest to certain members of staff as it can benefit them greatly in terms of time savings or meeting other commitments, but may not be in the best interested of the business. Staff may not have been concerned with what the businesses is getting out of FWTW, and vice versa. This is important to remember when tailoring marketing material and relates to identifying your target market and adapting the marketing material to suit its purpose (Section 4.3.1.4 and 4.4.1.2).

It could be argued that the project *"achieved very little" [031][EXP]*, and provided limited cost and carbon savings. This was due to a variety of reasons, but most prominently having project aims (and associated incentives) that misaligned with the business' wishes was of detriment. It would not be a simple task of re-creating a project that addressed this issue as many businesses do not consider green initiatives a priority. However, it was stated that if businesses can see a clear benefit in involving themselves in a project, they will do so. The project should have offered clear financial benefits from the start in the form of grants or a better discount offering on public transport, using that as an opportunity to engage with businesses about wider transport issues and developing TPs. This could have allowed for more in-depth discussions to occur with businesses, increasing both the success of the project and the support received by businesses.

4.5   Business Questionnaire Results

This Section reports on the results of the Business Questionnaire (Appendix 8.7), including comparisons with the Semi-Structured Interviews. Due to the nature of quantitative data, this Section doesn't contain as much data as the Semi-Structured Interviews, but does provide tangible numbers that are used to back-up or refute the findings of the previous results.

Of the 60 businesses that were approached to take part in the Business Questionnaire, 15 accepted (Figure 4.12), producing a 25% response rate. Of the remaining businesses, 18% (11) were no longer contactable with phones disconnected and emails being rejected, implying the businesses had ceased trading. 28% (17) outright declined to take part in the survey, and the remaining 28% (17) were abandoned by the researcher after numerous contact attempts by telephone (at least three phone calls) and email (if an email address was available). Furthermore, all businesses that responded to the semi-structured interviews did not take part in the Business Questionnaire.
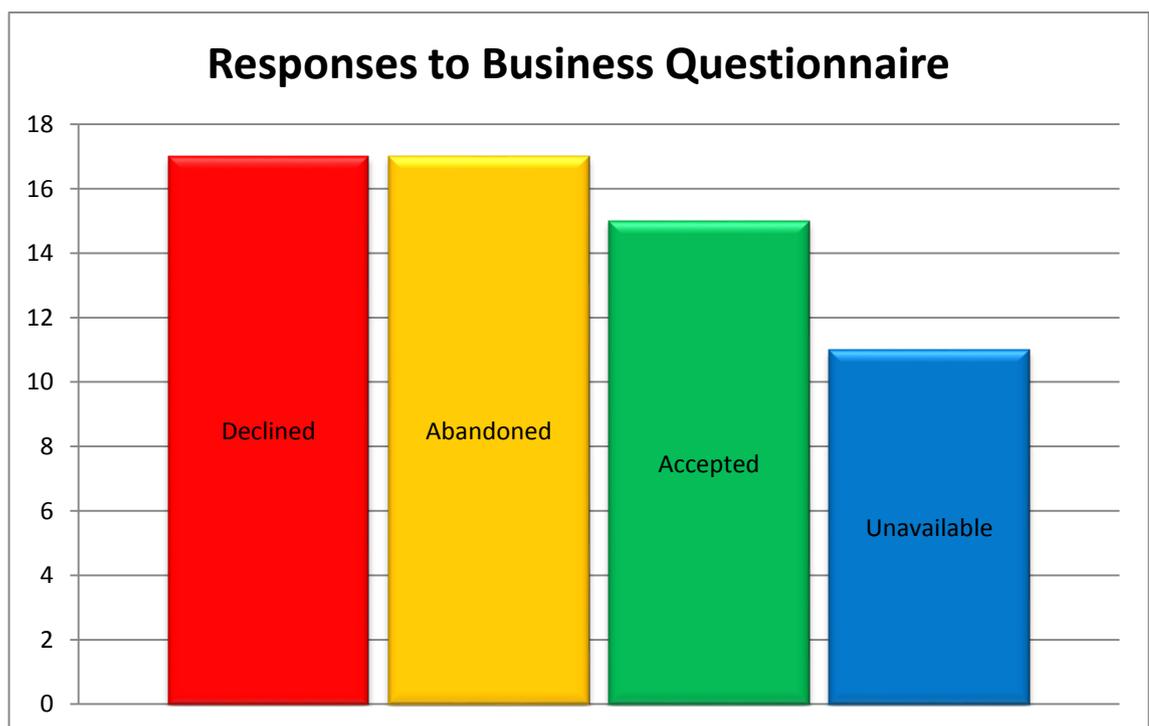

Figure 4.12 Responses to Business Questionnaire

Out of the 15 businesses that did take part in the Business Questionnaire, 11 responded the first time of asking, and the remaining 4 the second time of asking, with none taking three or more attempts. Four of the business representatives called back after a voicemail or message was left, proving a willingness to dedicate time to such research. Of the 17 that outright

declined to take part, 13 did so on the first phone call, 3 on the second and the last 1 on the third contact attempt, implying a law of diminishing returns when conducting such work.

At the conclusion of the data collection process for the Business Questionnaire, all responses were input in to an SPSS database to allow appropriate analysis. Ordinal questions were coded appropriately to allow for averages to be calculated. A total of twenty variables were created in order to break-down the fifteen questions in to their appropriate components, creating a total of 300 fields.

4.5.1 Response Reports

All of the businesses that responded to the Business Questionnaire had at the very least, signed the eligibility form following a discussion with a FWTW representative, normally at a networking event or during a meeting. Therefore, all businesses knew what FWTW was and had at some point, deemed the project worthy of the business' time and effort.

The first question sought to answer, of the 15 out of 60 that responded to the questionnaire, what their level of involvement with the project was (Figure 4.13). The project officers in general were disappointed with the level of involvement with almost all the business, perhaps because high expectations were not met. Asking the businesses about their involvement removed any officer bias. More than half (8) of the businesses stated they had no involvement with the project, or did not remember their business signing up. The remaining 7 stated slight, moderate, or high involvement with the project, a number higher than the researcher's expectations.
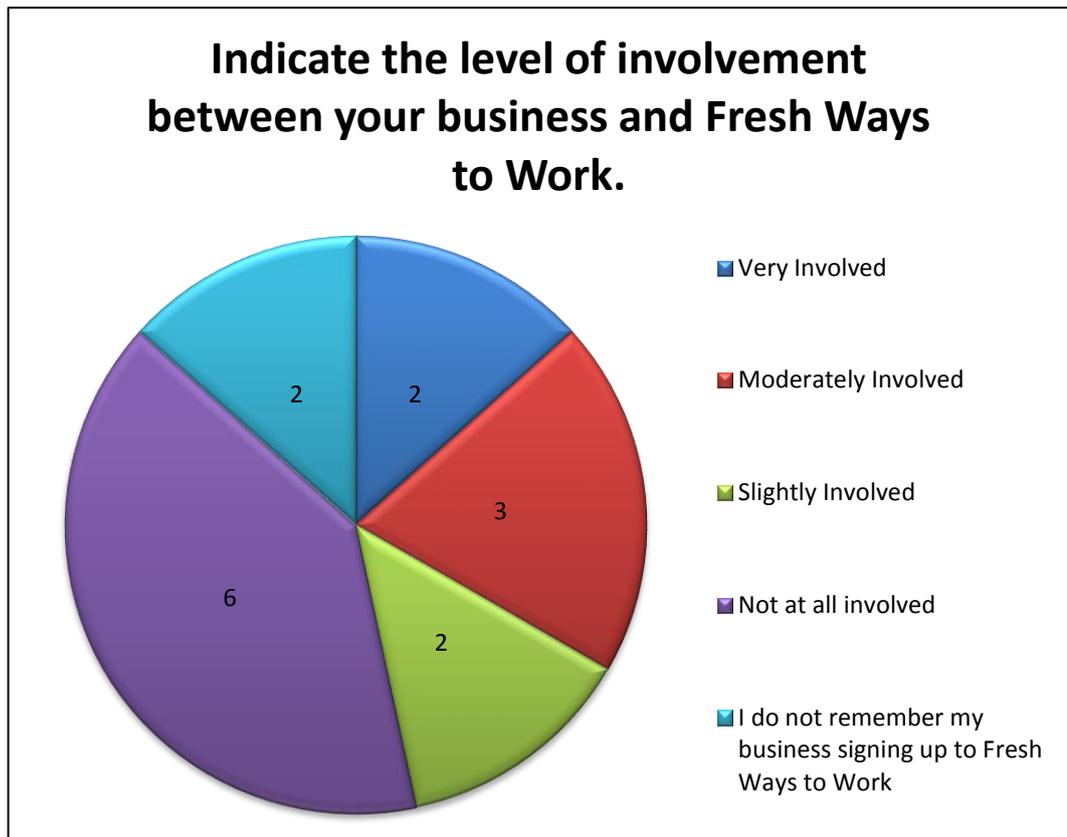
Figure 4.13. Question 1 – Indicate the level of involvement between your business and Fresh Ways to Work

Of those that were slightly or not at all involved, three said that after initial contact it became clear that 'FWTW could not help their business', two said that it was 'difficult to contact the project officers' and the rest had a mixture of responses including 'uninteresting incentives', 'project too complicated' and 'too impracticable'. Future projects should combat these issues at the offset to promote uptake and continued involvement.

Question 2 sought to determine the benefit of the various incentives offered by FWTW by asking businesses to rank each incentive, 1 being 'not at all beneficial' and 5 being 'completely beneficial' (Figure 4.14). The most popular incentive by almost a whole point was 'Improved Green Credentials', which somewhat conflicts the findings of Section 0, which states the biggest benefit FWTW offered was the match funded grants. '50% match funded grants' and 'Freebies' both ranked at approximately 2.5, with 'Travel Planning', 'Bus Discounts' and 'Free Environmental Population Membership' all having a mean value of less than 2. Improved Green Credentials were a benefit of the project since the beginning, yet businesses were not taking part. This would suggest the combined offer of Green Credentials and Match Funded Grants was a significant factor in attaining business sign-ups.

On a scale of 1-5 how beneficial are the following incentives to your business?

Incentive	Value
Free Personalised Travel Planning	1.87
50% Match Funded Grants to implement green travel initiatives	2.6
Discounts on the local buses	1.93
Free trial membership to Environmental Population	1.38
Freebies including high-vis jackets, bicycle reflectors, pens, post-its and mugs	2.47
Improved Green Credentials	3.47

Figure 4.14. Question 2 – Mean values for the benefit of each incentive to businesses

Only three respondents offered some form of suggestion for improving the FWTW incentives. These suggestions were:

- Assistance with journey/trip planning including accommodation requirements
- More information regarding the cycle2work scheme
- More rail incentives including park & ride facilities to combat parking charges

This suggests that although some incentives received relatively poor uptake and mean scores, most of the bases were covered within the project, with no businesses offering sure-fire ways to guarantee greater engagement. This outcome correlates with Section 4.4.2.1.

Question 4 asked business representatives 'Could Fresh Ways to Work have done more to help your business reduce its transport carbon footprint?' Only three respondents said that more could have been done, and the suggestions related to the previously mentioned benefit improvements (Figure 4.15). This implies that although FWTW appeared to fail in its aims and objectives, from the business perspective little more could have been done to encourage modal shift. However, this could highlight an issue within the businesses themselves, that they do not see the value of TPs or the modal shift benefits they provide, which certainly is backed up by the Qualitative Interview responses.

Those who said it couldn't have done more were generally either pleased with the offer of the time, or thought there was no way for their transport patters to be significantly influenced either due to work patters that require the use of a car, or extremely small staff numbers. This begs the question as to why businesses would sign up without any intention of changing behaviour? This is likely due to the lure of the match funded grants bringing businesses on board.


Could Fresh Ways to Work have done more to help your business reduce its transport carbon footprint?

- 20% Yes
- 80% No
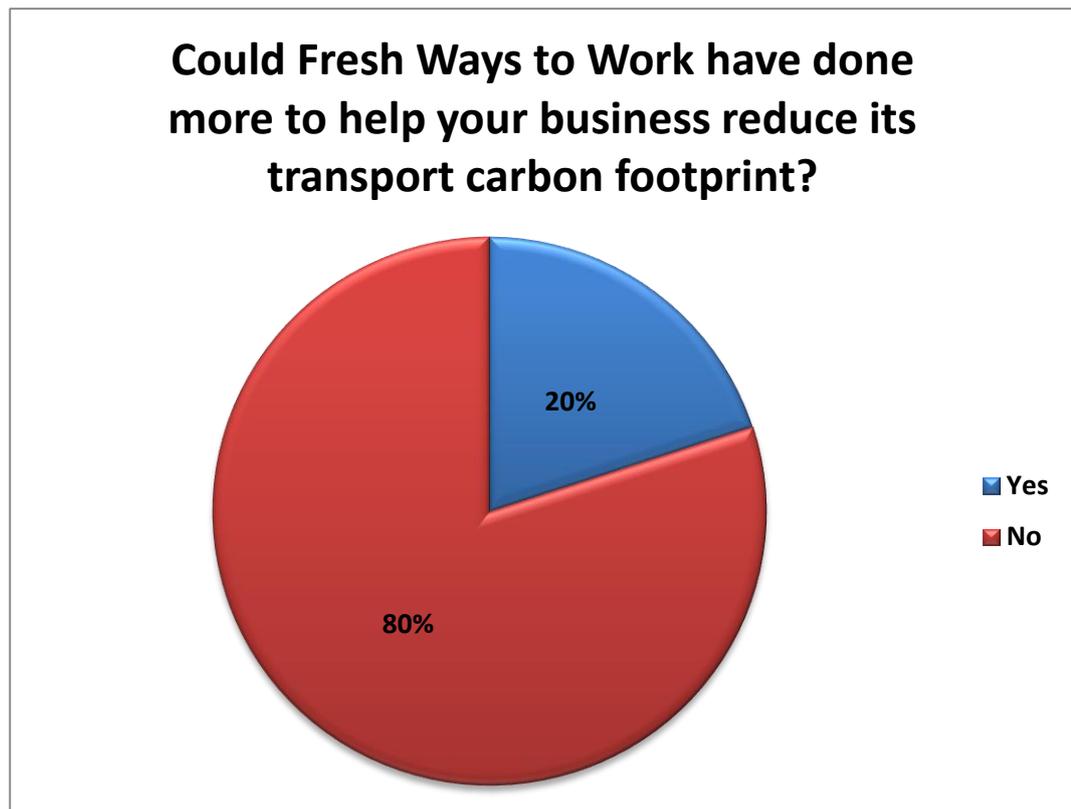
Figure 4.15. Question 4 – Could Fresh Ways to Work have done more to reduce carbon footprints?

A purpose of the business questionnaire was to seek advice from businesses on what was missing within FWTW, encompassing all aspects including marketing, project delivery and included incentives. Question 5 was an open question asking " What would encourage your business to take part in a travel planning project in the future that has not already been described as an incentive of the project?'. Almost half the responses said nothing additional could be done, with the rest each providing different alternatives including:

1. Additional financial incentives (3)
2. Better officer communication (2)
3. More tailored support

4. Rail discounts
5. Access to an electric car
6. Free bikes

When combined, financial incentives (point 1) could also incorporate rail discounts (point 4) and free bikes (point 6), creating a majority of feedback under the umbrella 'general financial incentives'. This correlates to previous feedback that cash incentives and tangible benefits can be the way to get employers and employees engaged in TPs and behaviour change. Better officer communication is also an important factor, as no business should feel detached from the project they want to be actively engaged with. This factor was most likely linked to the time constraints of FWTW.

One important factor with a project seeking to change behaviour is the will of the participants to make a positive impact. Green credentials are fairly important to businesses (as demonstrated in Figure 4.14), but Questions 6 and 7 of the Business Questionnaire sought to find out how highly transport rates on business priorities. Businesses were asked how they rank their desire to reduce their general emissions and become more environmentally friendly (1 being low and 10 being high), followed by a question specifically related to transport (Figure 4.16). Transport received a slightly lower mean value, implying it is further down the agenda to other environmental issues such as recycling and energy use.
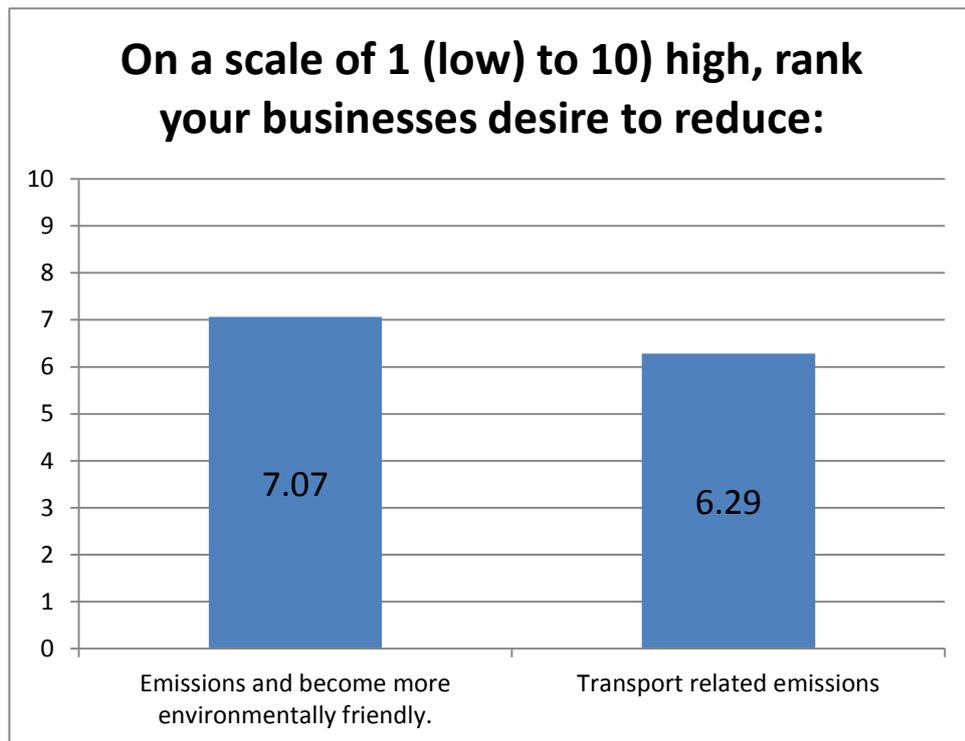

Figure 4.16. Questions 6 & 7 - How big is the priority of reducing transport emissions compared to other environmental factors?

Another open question sought to identify, without any provocation or suggestive language, the respondents' 'opinion of Fresh Ways to Work' in their own words. Ten responses in some form used the words 'Good' or 'Nice' in conjunction with 'Principle' or 'Idea'. In other words, it was widely seen as a positive project. Other items of feedback on FWTW included:

- Difficult in reality to implement
- Project wasn't explained enough
- Appeared to be under-resourced/didn't offer enough support/wasn't followed up
- Helped to educate businesses on different ways to travel / highlight transport issues

The feedback listed above is definitely useful in determining whether, in the eyes of the business, the project was a success. It is also worth noting that all businesses seemed to have some grasp of exactly what FWTW was designed to do, albeit versions changed slightly depending on the business and how engaged they were.

Expanding upon the previous questions drawing out the opinions and possible improvements of the project, one method of determining how well received a project was, is to see if those who took part would commit to taking part again (as suggested in quote 151 in Section 4.4.1.2). Question 9 asked that exact question, with over 70 per cent of respondents replying 'Yes' (Figure 4.17). This would imply that most businesses did not think the project was a waste of time, with some commenting that now they understand the issues better, they could perhaps do more in the future. Of the 4 respondents that replied 'No', 3 said they would take part if their feedback was incorporated and the nature of the project changed, leaving only one business saying they would not take part again regardless of circumstances. That particular business did not engage with FWTW because 'it turned out to be impractical due to staff moving from place to place'.
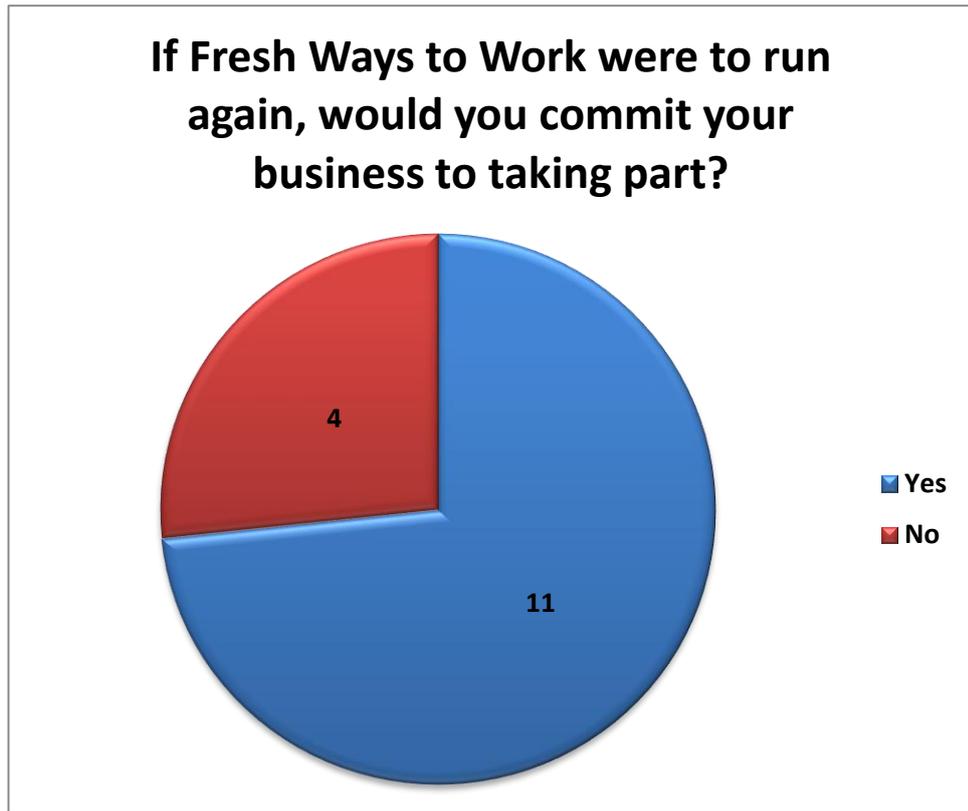
Figure 4.17. Question 9 - Which businesses would take part in the same project again?

Of those that said 'Yes' to Question 9, the main motivation when asked 'why' was to carry on looking at green issues and improving environmental credentials. This supports previous findings (Figure 4.14) that environmental credentials are of most importance to the businesses. Many also said that they would take apart again on the condition that business input would be addressed to improve the offering. Of those that said they would not take part, the main reason was that it wouldn't be worth the investment and would need to undergo significant changes to sway that opinion.

To conclude Section 4.5, the business questionnaire provided a good mixture of quantitative and qualitative data which mostly backed-up the findings of the Semi-Structured interviews, with the exception of one finding which supported green initiatives being of most use to businesses, as opposed to the grants and financial incentives outlined by the interviews.

In conjunction with the interviews, results indicate that businesses were mostly content with the project and were not overly critical. Those that said they would not take part again mostly identified ways the project could be improved or understood FWTW was aiming to address a difficult challenge. Similar schemes should offer tangible financial benefits to employers & employees, and ensure enough resources to maintain relations & spend time with businesses.

5   Discussion

Commuter travel plans have been proven to work within larger businesses where certain circumstances apply. Academic research also supports Personalised Travel Plans (PTPs) although there is some scepticism as to how convincing the reporting statistics are. This research is unique in many regards and publishes some key conclusions, a lot of which can be related back to existing academic literature. The importance of continued case study research in this field is required to clarify specific issues, challenges and possible solutions (Owens, 1995).

The thematic analysis approach of this research successfully created two themes, five categories and fourteen sub-categories. Considering thematic analysis removes preconceptions and existing ideas, it is interesting to note the similarities between this research and a study conducted by Davies (2012), which aimed to identify the elements that created successful sustainable behaviour change campaigns using a range of case studies across the globe (although sometimes focused on a singular travel aspect such as walking, cycling or drink driving). The main categories of this study were:

- Aims and preparation
- Target audience
- Approach
- Messages and branding

- Personnel and networks
- Demonstrating benefits
- External factors
- Internal/external barriers

There is a distinct similarity to the categories above to those that emerged through this research. In particular the category 'messages and branding', which was heavily criticised by interviewed experts for FWTW and had its own category in this research. An unfortunate mistake was made creating vast amounts of marketing material that never saw the light of day. This was due to factors that prevented TPs ever being implemented, rendering the printed material meaningless, something that Coleman (2000) heavily advises against. An alternate form of marketing is to create business/corporate backed material so companies feel embedded in the process of engaging with staff (Davies, 2012). This should be conducted in partnership with businesses, however does required initial buy-in. The marketing material mostly under scrutiny within this research was designed to engage businesses without direct engagement. The importance of local champions and face-to-face discussions is also outlined, which correlates with findings in Section 4.3.1.3.

The use of networks and champions to keep momentum going for a particular scheme is also of paramount importance (Jenkins, 2006). SMEs are more open to learning through networks and from their peers (*ibid*). Furthermore, programmes are demonstrably more effective when project representatives can meet face-to-face with the businesses in a networking setting (Davies, 2012). With this in mind, networks should have been used from the beginning as a source of engagement with SMEs in CSR, which is supported by FWTW experiencing an increased number of business sign-ups once attendance at networking events began. This in-turn would require champions embedded within the businesses and local experts to ensure continued employer/employee interest in changing behaviour.

The category 'Barriers' is also highly comparable to other behaviour change projects. There are two distinct types of barriers within this field; those to behaviour change itself and those to the operation of the campaign (although operational barriers undoubtedly lead to difficulties in behaviour change). The vast majority of FWTW related barriers were operational based (i.e. limited timescales, misaligned project aims), and therefore were problematic from the outset but became more apparent as the project matured. This finding aligns with Davies (2012), who also confirms bureaucratic hurdles and political changes as potential barriers. Fresh Ways to Work did not experience political leadership changes, but did experience a change in project leadership between the conception and delivery stages.

The 2008 recession was also discussed at length as a barrier to business engagement. Unfortunately FWTW began in the middle of the most widespread economic recession ever recorded. Economic recessions lead to a number of issues within businesses including reduced cash flows, staffing reductions and increased focus on core activities just to stay afloat. Furthermore, previous recessions have effected larger companies to a greater extent, but the 2008 recession reversed this trend. Forty per cent of the 2008 recession job losses can be ascribed to SMEs, while the 2001 had SMEs accounting for ten per cent of job losses. These extremely high numbers can be attributed to a variety of factors including credit constraints, widespread sector shut-downs and decreasing SME service demands (Sahin, Kitao, Cororaton, & Laiu, 2011). Therefore, such projects should be conducted during times of economic prosperity where possible to ensure maximum success and aid businesses in becoming more resilient to external factors.

Continuing with the 'barriers' theme, a prominent item of feedback from both interviews and the business questionnaire was the role that local government and transport policy play in such initiatives. The integration between public transport operators, businesses, the general

public and Local Authorities is essential to encouraging sustainable modal shift as described in the 1998 White Paper 'A New Deal for Transport' (Bonsall, 2000). During a time of economic recession and austerity, businesses receive mixed messages on the importance of sustainability and carbon reduction, leading to a reversion to the business bottom line. Clear and consistent LA/Central Government messages and support are necessary to maximise TP potential (Enoch & Potter, 2003), (Marsden, Mullen, Bache, Bartle, & Flinders, 2014). In addition, Local Transport Authorities (LTAs) receive little to no resources dedicated to the operation of alternative modes (e.g. cycle, buses) but receive considerable revenue for road transport systems (e.g. roads bridges and lights). This 'perverse' financial framework often leaves LTAs feeling hindered towards achieving long-term sustainable transport objectives (Hull, 2008).

Furthermore, Bonsall (2000) states that three requirements are necessary to achieve modal shift including awareness raising, enhancement of public transport/alternatives and increasing the cost of the private car. Fresh Ways to Work aimed to tackle the first point of awareness raising, with the cost of fuel increasing (Figure 5.1) providing the motivation for looking at private car alternatives. The second point, public transport improvements, is the therefore an important aspect that was clearly missing from the project. However, a single, relatively small scale project will never be in the position to make large-scale changes to public transport, hence the importance for LA and Government involvement.
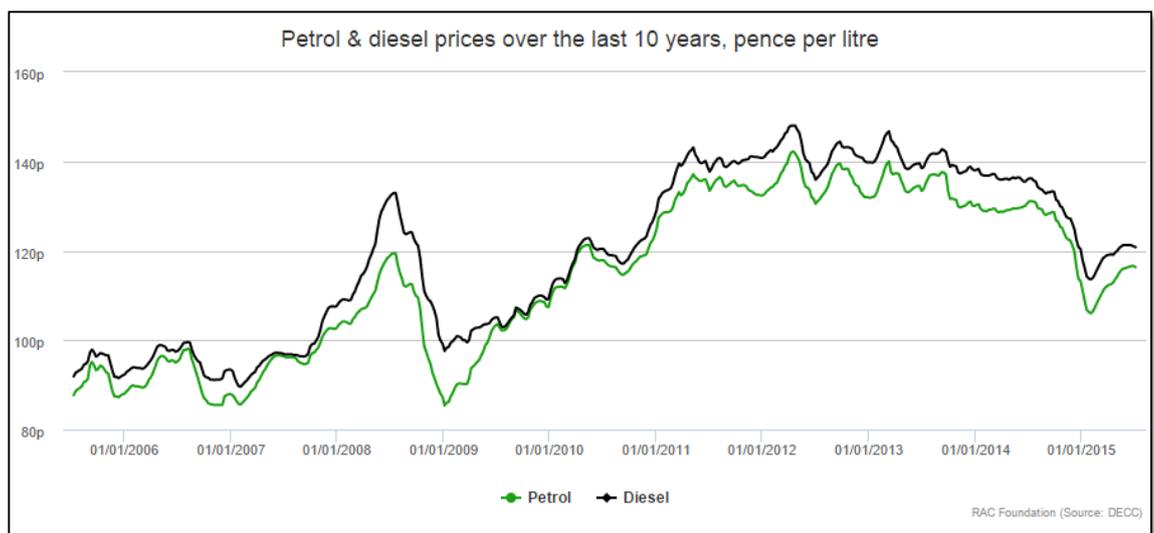

Figure 5.1 Petrol & diesel prices over the last 10 years
(RAC Foundation, 2015)

Fresh Ways to Work began with a very fragmented offering, which developed and changed as the project developed. Outcomes from this research and relevant academic literature support the premise that a complete package including land use planning, investment in public transport and engagement with the target market must be on offer to ensure 'the whole is likely to be greater than the sum of the parts' (Owens, 1995). This is further supported by Davies (2012) who under a number of headings including 'demonstrating benefits', 'aims and preparation' and 'approach' outlines the importance of a clear message on what is on offer. The credibility of a project is extremely important, something that undermined with FWTW from the beginning due to the unrealistic promises of saving £10,000 on transport costs.

One of the limitations and subsequent areas for scrutiny of FWTW was the issue of a closed target audience. Assuming that alternative target audience models are considered, social media and a diverse marketing campaign should not be underestimated. Combining several methods of project promotion to encourage brand recognition of a particular behaviour change programme is highly advised by both the outcomes of this research and the wider academic literature.

One of the aims of FWTW was to encourage more people to walk/cycle to work, through awareness raising and grants available for funding infrastructure and/or equipment. The interviews and business questionnaires drew attention to the fact that a small number of businesses benefitted greatly from such investment, although the number of staff that benefited as a whole was relatively small, both within the businesses and entire FWTW business population. This coincides with previous research, where although walking and cycling rates could be drastically increased, a relatively large proportion of the employee population would remain unable to commute via any means other than the car (Kingham, Dickinson, & Copsey, 2001). Although investing in walking/cycling can have a demonstrable affect, this does conflict with feedback received from some interviewees, which suggested removing certain transport modes from the promotional offering. In doing so, a project would be reducing its target market even further, and it is essential that TPs incorporate a range of car alternatives so that many small changes can create a noticeable difference (*ibid*).

As described by a number of interviewees, part of the issue with reporting on behaviour change projects such as FWTW is the difficulty of monitoring any modal shift or analysing specific components. Considering FWTW was similar to previous personalised travel planning (PTP) projects, it is useful to compare the issues in data accuracy. Sample sizes, inability to measure long-terms effects and self-reported data all accumulate in to arguably a poor basis in

which to investigate TPs within the target population (Bonsall, 2009). For this reason, it is important to ensure data is as accurate as possible through detailed analysis and continuous monitoring, something that was outside the scope and funding of FWTW.

To conclude the discussion, many aspects outlined with the Results and Analysis section of this research are supported in further academic literature. Although working with SMEs provides several unique challenges including engagement and a lack of compulsory CSR commitments, many lessons can be taken away including ensuring a clear and understandable marketing campaign, and the importance of LAs and the wider offering outside of a single project.

6   Conclusion

This chapter brings together evidence obtained through the interviews and quantitative data to provide a view as to whether this practitioner based research project met its aims and objectives. Thematic analysis was used to break down and define the qualitative information gained through the interview process and provided an extremely useful method of drawing-out the relevant information. Each topic within Section 4 will be related to the relevant objective and discussed.

Fresh Ways to Work experienced various challenges during its two year period. On the one hand, it could be described as a failure with only 60 of the targeted 80 businesses signed up, only four of which completed a TP and none showing a demonstrable drop in carbon emissions or car-based travel. It also failed to deliver a smart ticketing solution for Hertfordshire and Suffolk, and required significant modifications in order to reach a respectable number of participating businesses in the form of bringing in additional marketing expertise, match-funded grants, removing compulsory Travel Planning and increasing the target area. Without these changes, it is likely FWTW would not have achieved the amount it did.

On the other hand, the project outperformed in many areas it was not designed to, including personal business engagement and subsequent lessons learnt. It created a practical framework for other projects to replicate and provided invaluable information to the funding body on how to engage with SMEs. The teams delivering the project were praised by some interviewees and are believed to have performed to the best of their ability given the circumstances. For these reasons, the project should be considered a valuable lesson in SME engagement and voluntary TP uptake.

6.1   Small and Medium Sized Enterprises

Part of this research investigated the feasibility of engaging and working in partnership with SMEs. The initial premise was that SMEs would be approached like other businesses, through various media outlets with moderate one-to-one engagement required. This was soon discovered to be unrealistic due to a lack of central SME community and the majority not having ties with the local community.

Fresh Ways to Work became extremely familiar with the issues of engaging with SMEs. Arguably, it is unfeasible to engage with a critical number of SMEs to develop TPs. The majority

appear disinterested and are more focused on their everyday business. However, evidence from both thematic analysis and quantitative data suggests that if the offer is compelling, businesses will take part and make a difference to their carbon footprint. This is supported by approximately half of the business questionnaire respondents outlining they would sign up to FWTW again should their feedback be addressed. Businesses appear grateful for assistance, if they can see a benefit in investing resources. The nature of having an external Travel Planner or Project Officer means a working partnership is developed, as was the case with some businesses, which can then be explored further.

The economic downturn was a significant barrier to engaging with the target population. As described by over half of the interviewees, many businesses were purely focussed on staying in business and not the "nice to haves". Those that did engage were arguably in a strong financial position (noted by some offering 50 per cent of the match-funded grant) and therefore could afford the luxury of taking part in non-compulsory activities. Marketing around using FWTW to combat the negative effects of the Credit Crunch could have been explored as one option to potentially combat that negativity.

The business representatives interviewed were all engaged with FWTW in various capacities, therefore offering a one-sided opinion on the scheme. Future schemes that strive to work with SMEs should actively seek out those closed-off businesses, and ask what would get them engaged. If the project can appeal to the most reluctant of businesses, it will surely be easier to promote.

Travel Planning is a difficult topic for SMEs to understand. Many do not have a requirement or a desire to develop a TP, and understandably struggle to see the benefits (for many, they would be negligible). This was supported by the business questionnaires where many said they signed up to the project not knowing what it would entail, and subsequently not playing an active part. It is impossible to determine the effectiveness of the TPs developed under FWTW due to no follow-up surveys of staff commuter patterns being undertaken. However, for the businesses actively involved, an impact on modal shift was seen, but not to the extent that was aimed for. This was despite the TPs being created by an external Project Officer and lacking any significant involvement from the businesses themselves. For those that signed-up but did not have a noticeable involvement with the project, modal shift was probably non-existent.

Staff involvement is also difficult to measure as all communications and incentives were delivered through the business' "champion". There were a small number of identifiable staff

members who directly benefited by receiving bicycles, and one interviewee noted some staff members were building relationships through car sharing. Without data on modal shift, it is difficult to calculate the number of staff.

It is possible to develop working relationships with SMEs and work towards a common objective. Many are open-minded and see the long-term benefits of Travel Planning and reducing carbon emissions. However, realistic monetary savings should exist, be described accurately and not exaggerated. With a different methodology, a scheme such as FWTW could see significantly increased gains for both project and business. However, this was not an option with FWTW due to the strict timescales, funding restrictions and steep learning curve.

With reference to objective one of this dissertation, it is apparent through this research that during 2011-2012, a time of economic recession, the offer of a free Travel Plan was not enough of a hook to engage businesses, other incentives were required. Building upon the existing academic literature, SMEs compound the issues found within the wider business population, but are still approachable if the project interests align with the businesses.

6.2 Project Goals, Evaluation and Lessons Learnt

Fresh Ways to Work did not achieve its original goals, an outcome that relates to objective two of this research. This was down to a number of factors including poor marketing and a lack of incentives, however, it is argued that FWTW achieved many things that unfortunately did not relate to the original objectives. The aim that was closest to being achieved was a ten per cent carbon reduction; with a small number of businesses claiming that modal shift to more sustainable methods had been seen. However, this was a rare occurrence and was only within businesses that were actively engaged with the project. For the majority of the sixty businesses signed up, no noticeable change would have occurred. Business financial savings were minimal, if existent. Quantifying the amount of support each business received is a difficult undertaking, especially seeing as contact time was minimal. The cost of the grants can be quantified, but only provides a small piece of the puzzle when looking at the amount of support each business received. Therefore, it is unlikely that businesses received the equivalent of £10,000 worth of Travel Planning advice and support.

Marketing was a heavily discussed topic with conflicting opinions on effectiveness. It is extremely difficult to determine exactly what effect (in term of business sign-ups) a change in marketing approach would have had, or indeed whether any approach could be universally

appreciated by all respondents. However, there were several modifications, both undertaken and suggested, that (could have) made a positive difference to the project. Due to internal evaluation mid-way through the project, the idea to change the marketing direction to a more applied approach was yielded. If this process had been adopted from the start, along with other factors such as introducing the grant, business engagement would have almost definitely been significantly higher. It was the purpose of this pilot project to uncover those factors.

External to the project goals, the project achieved a significant amount. It reached a notoriously hard to reach group in a variety of manners, saw some businesses take the issue of reducing transport related carbon emissions seriously, and learnt many valuable lessons that could not have been gained through any other method. The project worked in partnership, both across the primary partners and in a local context, to deliver as much as it could to the businesses involved.

The amount of lessons learnt are extensive and varied, across all topics that FWTW was involved in. Primarily, the importance of personal business engagement was highlighted. As difficult as it may be, having a high-quality offer delivered in a succinct way to the right individual is extremely important. Passive marketing was ineffective in achieving results, and subsequently discarded. Travel Planning was identified as a difficult benefit to sell, and instead most businesses had to see a monetary value in working towards any sort of scheme. These lessons were all critical to assessing the success of FWTW as without these important lessons, it could have been deemed to be a failure and waste of resources. Discovering which incentives appeal to businesses was also important and is described in the following Section.

Considering all the above, it is worth noting that the reason FWTW received EU funding was because of its focus on SMEs. Although many of the lessons above are mirrored in other academic literature, the issues were arguably compounded within FWTW because of the very target market it was trying to reach. Should the project team have included non-SME businesses in the remit, it is likely the project would not have secured funding.

6.3   Incentives

The incentives offered to businesses taking part in FWTW were one of the key components of the project. The fifty per cent match-funded grants were the most popular incentive by far, offering a tangible financial benefit to those engaging with the project. A small number of grants were received by businesses for positive actions on reducing carbon including

implementing cycle racks, telephone conferencing facilities and pool bicycles. Had the project had this incentive to offer to businesses from the start, achievements would have almost certainly been greater. Therefore, any future projects should consider grants as an ice breaker to get through the door of businesses and begin the engagement process.

Other incentives were less popular, with some such as public transport discounts and a free trial as a member of environmental population not being used by any businesses. Many of the free items such as mugs, pens and post-its were requested by businesses, but these were provided once the business was engaged and so did not entice any to join the scheme. The improved public transport information was useful for some businesses based in St Albans, but became irrelevant to the majority once the project boundary was expanded to the whole of Hertfordshire.

The TPs were not a strong selling point for businesses with a significant number failing to see the benefit to their particular businesses, even if they could see the wider benefits. This is an extremely important learning outcome as the project initially focussed around offering TPs, under the assumption that businesses would be keen to develop one, especially free of charge. However, due to a range of possible reasons this was not the case.

Mobile ticketing and real-time information did not develop in time to be promoted via FWTW. This was a great loss to the project as those items could have interested a greater number of people and businesses due to them being new and innovative. Building any work or schemes in to a wider context with aspects that are relevant once the scheme finishes (e.g. real time information) is also essential to maintaining any long-term changes.

Considering all the incentives, FWTW appears to have had a very weak offering for businesses. The grants were the only benefit that brought a significant number on board – unfortunately many of whom did not then fulfil applications in time. Staff members were not interested in TPs, but were interested in the grants and the freebies as they could provide a direct value to them. However, it is worth noting that the business questionnaire sought to uncover any incentives not offered by the project, of which no realistic, transport-focussed suggestions were put forward. Suggestions included more financial incentives, and other aspects non-transport related, and so were not an option within FWTW due to resource and project constraints. These lessons learnt relate directly to objective three, implying that the messages and incentives could have been improved, but there were no quick wins or obvious incentives missing from the project offering.

6.4 Theoretical Framework Reflections

The methodology adopted for this research took two forms, case study and grounded theory, undertaken separately but brought together in the discussion and analysis phases. The case study approach aimed to achieve a project evaluation of FWTW, whilst the grounded theory aspect aimed to draw wider conclusions and theories based upon the evidence and data collected. This research fulfilled those aims, although the limitations of this approach are discussed in the following section.

Fulfilling an embedded researcher grounded case study approach for this research was extremely beneficial. It allowed a deep-dive study in to a project that otherwise would not have undergone such thorough analysis, and therefore contributing to the wider travel planning and behaviour change debate. This methodology also allowed for additional data to be collected to complement already existent data such as the sign-up business surveys, an opportunity that otherwise would have been missed.

The embedded researcher approach also facilitated the semi-structured interviews. It is unlikely an external researcher would have had the professional links to the experts and business representatives interviewed, therefore this research made use of otherwise unavailable data. Personal preconceptions were negated as much as possible through the use of thematic analysis.

Should FWTW have succeeded in its original aims and objectives (signing up 80 SMEs in Hertfordshire and developing TPs with periodic monitoring), it is likely the case study approach would have become the focus of the research to facilitate quantitative data analysis. This would have allowed direct comparison of modal shift (and other) figures to other PTP projects, adding hard data to the SME TP debate. The approach this research adopted made use of the data and resources available.

6.5   Thesis Limitation

There are a number of limitations within this thesis, all of which were negated as much as possible throughout the planning and delivery stages. First, this research was very restricted in a variety of ways including time, area, and sample size. Fresh Ways to Work was only conducted over a two year period, and so all data correlates to experiences to that time period. That time also coincided with an economic depression (expanded upon in Section 5). Further research on this particular case study was therefore not possible, and future research is required on additional projects to somewhat negate this limitation.

One unique aspect of FWTW and subsequently this research was its specific focus on SMEs, which could be considered both a strength and weakness. On the one hand, this research provides a valuable insight into the mindsets of SMEs regarding Travel Planning and CSR. On the other, a relatively small business sample size was necessary as it was the only option. Further research should aim to target efforts towards SMEs, especially if zonal schemes are to be attempted.

This research was also subjected to changing methodologies due to data unavailability, which limited the direction of the research but also wasted a significant amount of time over the three year period. With the benefit of hindsight, should this research be conducted again, other sources of primary data would be sought throughout the course of the project such as interviews and/or questionnaires for those that choose not to take part. It was difficult to approach these businesses after FWTW had concluded, but the researcher may have more success if asking questions at the point of being turned down for the project. Combining this limitation with the one above, additional time would have allowed for engagement with Suffolk-based SMEs for the purpose of this research, perhaps providing an opportunity for direct comparison. However, the results from the Suffolk-based expert interviewed for this research project add an element of comparison.

Lastly, due to the limited number of available businesses, the amount of (mainly quantitative) data was somewhat limited. Case study approaches usually require tangible figures including the number of employees switching transport modes and the success of various initiatives. Should similar research be conducted again, one opportunity would be to collect additional business metrics including turnover, availability of alternative modes for business sites, etc. This would allow for greater clarity on the opportunities for behaviour change and modal shift.

6.6 Further Work & Associated Research

This research fills a gap in current knowledge. It addresses the topic of engaging specifically SMEs in transport consultancy. Schemes to date have either targeted different business populations (for example, the current Big Herts Big Ideas scheme looks specifically at larger businesses) or areas as a whole such as across business parks. The outcomes from this research should be used to influence and inform future spending decisions and Travel Planning projects.

Several avenues of project delivery should be further explored should this type of project run again (Table 6.1). For example, greater emphasis should be placed on face-to-face engagement within a networking or meeting setting, with less resources (if any) put in to passive advertising. Officers should have a clear marketing strategy to adhere to that could include cold calling, letters and emails. The importance of not limiting schemes to a particular group was highlighted on several occasions, with one suggestion describing working on small-scale area, delivering as much as possible, then moving on to a neighbouring area whilst still maintaining support for previous businesses. The importance of "good news stories" was also mentioned, demonstrating the value in businesses speaking to each other to share best practice and advertise the project.

Table 6.1 Possible Future Project Alternatives

Name	Scale	Target Market	Incentives	Pre-Project	Marketing
Fresh Ways to Work	Originally St Albans, expanded to Hertfordshire	Small and Medium Sized Enterprises	Mainly free Travel Planning and 50% Match Funded Grants	Focus Groups with businesses to discuss scheme but few signed up	Active marketing at the start with little results. Later developed to networking, cold calls and face-to-face
Option One	Small Pocket e.g. Business Park	All businesses situated in location	Free advice without commitment to travel planning	Approaching businesses in target area and seeking pre-project sign-up that seeks to incorporate any feedback	Consistent "boots on the ground" campaigning to local businesses within target area
Option Two	District or County	All businesses	Wish list/checklist of what each business would like with team dedicated to delivering	Same as option one	Social media and face-to-face networking/knocking on doors. Use of intermediaries should also be important
Option Three	SMEs	Hertfordshire	Optional TPs, match funded grants with additional interest free loans, all other incentives as options	Same as option one	Same as option Two

A similar project should run again, and undoubtedly will elsewhere in the Country whether it be led by a funding body or LA. Fundamental changes should be made to project delivery in order to maximise success and business participation. Although businesses feel as though the current Government does not offer any incentives for developing TPs, or indeed improving their environmental performance in general, European Funding (through the European Transport Policy) and the Local Sustainable Transport Funds are two examples where support is being provided.

Providing support on a smaller scale through Local Authorities is also an option. Many offer assistance in developing compulsory TPs, but have limited resources to encourage voluntary TPs. Therefore, it is important to remember the lessons learnt from FWTW are not exclusive to externally funded projects, and can be implemented on a much smaller scale. However, it is likely critical mass will not be reached unless national government provide significant incentives such as tax breaks (or penalties) in conjunction with nationwide prioritisation of carbon reduction to send out the right messages.

In terms of academic research, it is essential that experts in the field continue to conduct up-to-date research. Changing economies, the increasing environmental agenda, the way in which news is promoted including social media and increasing numbers of cars on the road are all factors which create a constant state of flux for businesses. One possible research opportunity would require a project similar to FWTW, which limits involvement to SMEs, to be conducted. With an improved offering to businesses including match funded grants from the outset, interest free loans coupled with a longer project time and a time of general prosperity for businesses, the results from the project and any research would likely differ vastly from this dissertation.

Particular academic scrutiny should be applied to the real potential of SMEs to contribute to carbon reduction within their community. SMEs make up at large proportion of businesses and provide large amounts of employment opportunities, particularly in St Albans. A successful project delivered within SMEs would determine the real-world potential for change. On the one hand, SMEs could always place environmental concerns low on the agenda and never commit any real time or resources to improving their CSR responsibilities, particularly the SMEs with fewer employees. On the other hand, a strong project with SMEs in mind, that incorporates lessons learnt from this research could play an active role in reducing dependency on the private car for both businesses and employees.

Finally, technology has a key role to play in the future of transport. In Hertfordshire alone, new technologies are becoming available to encourage modal shift including Real-Time bus information, mobile ticketing applications, journey planning and car share databases. Technological vehicle advances are also an emerging field, with several taxi firms and bus companies investing in hybrid and/or electric vehicles. On a wider scale, smart cities are emerging across the globe, creating a wealth of data (Haque, Chin, & Debnath, 2013). Future research should continue to focus on exploring the effectiveness of improving technological advances on making car alternatives more attractive to the user.

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8   Appendix

8.1   Letter to Businesses

Hello [insert name of individual here],

I hope you're well and everything at [insert company name here] is going well.

I was wondering if it would be possible to have 20-30 minutes of your time in a few weeks' time. I am in the process of collecting data for my MSc and am looking to speak to a range of qualified individuals to answer a number of open questions. The aim will basically be to assess the positive and negative aspects of Fresh Ways to Work, determine your opinion on some of the project's specific components, and gain feedback on what could have possibly been done differently to the benefit of the businesses engaged. As a business that knew about Fresh Ways to Work and made the decision not to become involved, your opinions will be extremely valuable in describing what may have been missing.

The conversation can either be over the phone or in person, whatever is convenient for you.

You are of course welcome to say no if you do not have the time and can back out at any point.

Look forward to hearing from you.

Kind regards,

Jamie Cecil

8.2   St Albans QNP Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING

COVERING THE ESTABLISHMENT OF A VOLUNTARY

QUALITY NETWORK PARTNERSHIP

FOR THE ST ALBANS AREA

Parties to the Agreement:-

HERTFORDSHIRE COUNTY COUNCIL of County Hall, Pegs Lane, Hertford, SG13 8DQ

ST ALBANS CITY & DISTRICT COUNCIL of Civic Centre, St Peters Street, St Albans, AL1 3JE

FIRST CAPITAL CONNECT LIMITED of Hertford House, 1 Cranwood Street, London, EC1V 9QS

LONDON MIDLAND of 102 New Street, Birmingham, B2 4HQ

ARRIVA THE SHIRES AND ESSEX of 487 Dunstable Road, Luton, Bedfordshire, LU4 8DS

CENTREBUS LIMITED of 37 Wenlock Way, Leicester, Leicestershire, LE4 9HU

METROLINE TRAVEL LIMITED of Hygeia, 66-68 College Road, Harrow, Middlesex, HA1 1BE

UNIVERSITY BUS LIMITED and UNO BUS LIMITED of Gypsy Moth Avenue, Hatfield, AL10 9BS

UNIVERSITY OF HERTFORDSHIRE, of College Lane, Hatfield, Hertfordshire, AL10 9AB

1.0 <u>Introduction and Aim</u>

1.1 This Memorandum of Understanding follows recent discussions between the parties above directed towards creating a Quality Network Partnership (QNP) serving the District of St Albans with the broad aim of creating an integrated public transport network through partnership.

1.2 The QNP aims to provide residents of and visitors to St Albans with a real and attractive alternative for many of the journeys currently made by private car. This will help St Albans City and District Council to cut traffic related road congestion, air and noise pollution, help businesses in the city recruit and retain staff, and maintain the city's position as an attractive visitor destination.

1.3 The fully integrated approach to be adopted aims towards developing a network to include at least the following:

- Routes and corridors designated with a minimum service level based on demand, with integration between rail and bus (where feasible)

- Real Time/Automatic Vehicle Location (AVL) information on all routes serving the QNP area, with public display using screens, mobile and internet technology (where suitable)

- A common and interchangeable ticketing scheme, possibly incorporating smartcard technology, for integrated ticketing between services and operators

- Traffic management schemes, parking controls, street works orders and bus priority schemes, supported by strong enforcement measures that allow buses to offer quick and punctual services at all times

- Route specific marketing

- Introduction of a wider city Travel Plan Strategy, which will develop an ongoing set of measures aimed at enhancing the QNP

- Working with and integrating the new initiative for developing and implementing railway station Travel Plan Strategies at both the St Albans and Hatfield stations.

2.0 <u>Stakeholders and Status of the Agreement</u>

2.1 This "Memorandum of Understanding" defines a voluntary agreement between the Primary Partners (as defined below) committed to the operation of a QNP within St Albans City and District.

2.2 The QNP will co-ordinate the use of powers included in the Transport Act 2000 and the Local Transport Act 2008, and related guidance, which make provision for local transport authorities to create and develop either statutory or voluntary QNP's. The St Albans QNP is voluntary. Its aim is to assist the partners to increase public transport usage through improving services and implementing appropriate restrictions on the use of private cars, whilst building upon the viability and sustainability of the commercial public transport network.

2.3 The QNP will encourage and facilitate the use of both existing and new powers to allow both bus and train operators to develop and enhance the commercial public transport network, while supporting subsidised services where identified needs cannot be met commercially, providing the public with a viable alternative to the car for commuting, retail and leisure journeys to and within the City.

2.4 The QNP will not possess either legal powers of its own, or a permanent legal status. It will affect its objectives by gaining consensus for particular projects, and promoting the establishment of legally-binding agreement between groups of the Primary (and possibly Secondary) Partners to achieve these objectives. It will be a voluntary association, hosted by one of the Primary Partners. In the event of the QNP needing to have bank account facilities, these will be provided *via* the host organisation.

3.0 <u>Organisation</u>

3.1 The members of the partnership are broken into two distinct groupings. Primary Partners will be responsible for directly implementing QNP objectives, and will be signatories to this "Memorandum of Understanding." Secondary Partners will each be represented on the Wider Reference Group by a designated representative.

3.2 Primary Partners: -

- Hertfordshire County Council
- St Albans City and District Council
- Main Transport Operators (currently First Capital Connect, London Midland, Universitybus, Arriva, Centrebus, Metroline)
- The University of Hertfordshire

3.3 Secondary Partners, for example: -

- Oaklands College
- Hertfordshire Constabulary
- The National Health Service, Primary Care Trust(s)/ Strategic Health Authority
- Businesses, Transport Users Representative, Co-Opted Members (Local Strategic Partnership (LSP))

3.4 Partnership Board and Wider Reference Group

3.4.1 The QNP shall be made up of a Partnership Board comprising of one representative from each of the Primary Partners. The Board shall have powers to co-opt additional members. The Partnership Board shall elect a Chair from amongst their number. The Board and Chair shall be supported by an Executive Assistant role that shall be funded by subscriptions from the primary partners or by equivalent contributions in kind. The roles and responsibilities of these officers shall be defined in Annex A to this Agreement. It is intended that the Partnership Board will meet quarterly.

3.4.2 The QNP will form sub-groups where appropriate to consider details on particular issues. Their membership may be drawn from Secondary as well as Primary Partners. Sub-groups will in due course report back to the Partnership Board. Within both sub-groups and the main Partnership Board, the aim will be to arrive at decisions by consensus. This recognises that, given the numerical strength of the particular groupings represented on the Board, any form of voting by majority would (or potentially could) disadvantage individual members.

3.4.3 In addition, a Wider Reference Group will be created. This group shall include a representative from each of the Secondary Partners and up to three (3) other co-opted members. These members shall be persons of distinction in the transport field and/or an appointed representative of bus/train users and/or a person who is able to represent the interests of the business, commercial and industrial communities within the partnership area. It is intended that This Group will meet twice a year.

3.5 Resignation of a Partner

If a primary Partner organisation wishes to leave the QNP, it must provide six (6) months notice to this effect to the remaining Partners.

4.0 <u>Partnership Objectives</u>

4.1 The over-arching principle of the QNP is that the Local Authorities and others will provide infrastructure, traffic management, parking restrictions, bus priority schemes and an enforcement regime which allows the transport operators to improve operating speeds and hence generate resources to improve frequencies at no additional cost and deliver higher punctuality and efficiency.

4.2 In exchange, the bus and train operators will invest in modern vehicles, staff training, information services and improved standards of service. In addition they will consult the other partners on fares and service frequencies where appropriate.

4.3 This partnership's objectives will thus include, but will not be restricted to:-

- establishing what bus network is appropriate to the partnership area including routing, frequency, ticketing and bus priority based on careful market research of users and potential users, and co-ordination of bus and train timetabling;
- using the expertise of the transport operators to determine the measures needed to make the network commercially sustainable into the longer term;
- negotiating within the partners and with other stakeholders an implementation plan for the creation of the network which takes into account the delivery constraints on each partner's input. The general principle should be that the transport operators should not be required to deliver their service improvements until such time as the other parties have provided the appropriate infrastructure, resources and enforcement that are required to facilitate improvements to bus and train services;
- agreeing an appropriate ticketing strategy to encourage optimal use and modal shift (with the benefit of market research data);

- working with INTALINK over branding and publicising the partnership and the services to customers;
- assembling the resources required to facilitate the creation and sustainability of the network whether from statutory sources, Section 106 Agreements or voluntary commitment;
- developing and then entering into the Agreements with the transport operators for the provision of the network in the expectation that the network, properly planned and launched, is commercially sustainable in the long term and takes into account funding of socially necessary services;
- establishing mechanisms for funding network wide travel schemes, including partnership travel cards, 16-19 travel schemes, University travel schemes and the fair distribution of revenues to operators; and
- considering any other measures as may be requested by the statutory bodies and members of the partnership to enhance the activities of the partnership and the benefit of the wider community.

4.4 It is recognised that the objectives described above will require expenditure to bring about. The QNP will not initially have funds of its own (though this position may change if new legal powers make it possible for fund-raising to be legally possible) so the intention is that each QNP member will be responsible for funding its own work within the QNP agreed plans.

4.5 The QNP recognises that, prior to its coming into being, a number of area-based Transport Plans had been in existence (for instance covering St. Albans and Hatfield railway stations, and their surrounding areas). It is the intention that, while not superseding these, their objectives and activities will be noted and as far as possible integrated with the work being undertaken by the QNP.

5.0 QNP Area of Operation

5.1 The QNP will focus its efforts on the area within the centre of St Albans, approximately defined as being within a one mile radius of the Old Town Hall in St Peter Street ("the core area"), together with the principal transport corridors leading from all directions into the core area itself.

5.2 This definition is accepted as being imprecise and, should this prove necessary, will be re-defined by the Primary Partners at a later date.

6.0 Duration of Agreement

6.1 This Agreement will remain in force for a period of three (3) years from the date of execution.

6.2 During its third year of operation, steps will be taken either to renew the Agreement for a further period or to replace it with some other form of co-operative measure with the aim of continuing the work initiated during the first period of operation.

Signed by:

Name (Print):   John Sykes

Position: Integrated Transport Services Manager

Date: 5th March 2009

on behalf of Hertfordshire County Council

Signed by:

Name (Print):   Andrew Robertson

Position: Head of Environment and Regulatory Services

Date: 5th March 2009

on behalf of St Albans City and District Council

Signed by:

Name (Print):   Larry Heyman

Position: Integration and Partnership Manager

Date: 5th March 2009

                on behalf of First Capital Connect

Signed by:

Name (Print):   Gerard Burgess

Position: Partnership Manager

Date: 5th March 2009

                on behalf of London Midland

Signed by:

Name (Print):   Brian Drury

Position: Commercial Director

Date: 5th March 2009

on behalf of Arriva the Shires and Essex

Signed by:

Name (Print):   David Shelley

Position: Commercial Director

Date: 5th March 2009

on behalf of Centrebus Limited

Signed by:

Name (Print):   Richard Foster

Position: Commercial Manager

Date: 5th March 2009

on behalf of Metroline Travel Limited

Signed by:

Name (Print):   Bill Hiron

Position: Managing Director

Date: 5th March 2009

on behalf of Universitybus Limited and UNO Bus Limited

Signed by:

Name (Print):   Philip Waters

Position: Secretary and Registrar

Date: 5th March 2009

on behalf of the University of Hertfordshire

Executive Assistant (Officer) to the St Albans Quality Network Partnership.

The QNP is a partnership of local authorities, public bodies and transport operators dedicated to improve the quality of public transport in St Albans and along key corridors serving St Albans. The Partnership Board and Chair is supported by an Executive Assistant (Officer) who will be employed by one of the partners with the role built into their job remit and funded by the Partners by agreed financial arrangements.

The Executive Assistant will support the Board by preparing papers, taking and then circulating minutes. The role will also involve undertaking official correspondence of the Partnership and progressing discussions and negotiations on behalf of the Partnership.The role will be expected to work closely with the Chair of the Partnership, taking direction as required. The Executive Officer will represent the Board and Partnership at meetings but ultimately will report to and be responsible to the Chair.

Ideally the Assistant should be well informed on transport and travel planning issues and be able to communicate orally and in writing to a good standard. The Executive Assistant will organise and facilitate meetings of sub-working groups which will be developed as part of the QNP structure.

8.3   St Albans QNP Network Map

8.4 iTrace staff questionnaire

Section 1 - About Your Job

Q1. On an average week, what time do you usually arrive and leave work?

	Time In		Time In		Not Applicable (Tick if you do not usually work this day)
	Hour	**Minute**	**Hour**	**Minute**	
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Sunday					

I work   Full Time [ ]   Part Time [ ]

I work Rotational shifts   Yes [ ]   No [ ]

Q2. Please select one choice from the following options which best describes your current employment status.

Permanent [ ]   Contract [ ]

Agency [ ]   Casual/Seasonal [ ]

Q3. Do you have a disability that would affect your travel options?
If Yes, please answer question {0}, else go to question {1}.

Yes [ ]   No [ ]

If answered 'N', please go to Q4.

Q3a. Are you part of the Blue Badge scheme?

Yes [ ]   No [ ]

Section 2 - About Your Journey To Work

Q4. **What was the main mode of transport you used to get here today?**
Select the main mode from the drop-down list. Main mode in this case means the mode that covered the longest distance in your journey.

Walk	Cycle
Tube/Underground	Train
Bus	Park & Ride Bus
Car share as a driver	Car share as a passenger
Drive a car alone	Taxi
Scooter/Motorcycle (below 125cc)	Motorcycle (above 125cc)
Other (please specify)	

Q5. **This question asks you about your normal journey to work (ignore your journey from work to home). Please use the following choices for each part of your journey that best describe the way you usually travel into work, and the amount of time spent on each part of the journey.**
Select the mode from drop-down list that applies to you for each leg of your journey and use as many 'legs' as it takes to complete all parts of your journey. If you use Public Transport, don't forget to record how you travel (walk/cycle) to the bus stop/train station as the FIRST leg of your journey.

From Home I
Walk
Cycle
Car share as a Driver
Car share as a passenger
Drive a Car Alone
Catch a Taxi
Ride a scooter/motorcycle (below 125cc)
Ride a motorcycle (above 125cc)
Go to my home work station

For **To**
My place of work
The Underground station
The railway station
The bus stop
The Park & Ride site
Meet my car share partner
Pick up/drop of children
The taxi rank
Another location (please specify)

Then I
Walk
Cycle
Catch a Tube
Catch a Train
Catch a Bus
Catch the Park &Ride Bus
Car share as a Driver
Car share as a passenger
Drive a Car Alone
Catch a Taxi

For **To**
My place of work
The Underground station
The railway station
The bus stop
The Park & Ride site
Meet my car share partner
Pick up/drop of children

	Ride a scooter/motorcycle (below 125cc) Ride a motorcycle (above 125cc) Other (please specify)				The taxi rank Another location (please specify)
Then I	Walk Cycle Catch a Tube Catch a Train Catch a Bus Catch the Park & Ride Bus Car share as a Driver Car share as a passenger Drive a Car Alone Catch a Taxi Ride a scooter/motorcycle (below 125cc) Ride a motorcycle (above 125cc) Other (please specify)	For		To	My place of work The Underground station The railway station The bus stop The Park & Ride site Meet my car share partner Pick up/drop of children The taxi rank Another location (please specify)
Then I	Walk Cycle Catch a Tube Catch a Train Catch a Bus Catch the Park & Ride Bus Car share as a Driver Car share as a passenger Drive a Car Alone Catch a Taxi Ride a scooter/motorcycle (below 125cc) Ride a motorcycle (above 125cc) Other (please specify)	For		To	My place of work The Underground station The railway station The bus stop The Park & Ride site Meet my car share partner Pick up/drop of children The taxi rank Another location (please specify)
Then I	Walk Cycle	For		To	My place of work The Underground

Catch a Tube
Catch a Train
Catch a Bus
Catch the Park &
Ride Bus
Car share as a Driver
Car share as a
passenger
Drive a Car Alone
Catch a Taxi
Ride a
scooter/motorcycle
(below 125cc)
Ride a motorcycle
(above 125cc)
Other (please
specify)

station
The railway
station
The bus stop
The Park & Ride
site
Meet my car
share partner
Pick up/drop of
children
The taxi rank
Another location
(please specify)

Q6. **Why do you use this mode of travel?**
(tick up to four boxes)

Convenience
Cost
Satisfy work need/commitments
Environmental reasons
Dropping/collecting/caring/other
commitments
Other (please specify)

Time Savings
Availability
Personal Safety
Health - disability reasons
Health - fitness reasons

Q7. **What other main mode of transport would you consider using?**
Main mode in this case means the mode that covered the longest distance in your journey.

Walk
Tube/Underground
Bus
Car share as a driver
Drive a car alone
Scooter/Motorcycle (below 125cc)
Other (please specify)

Cycle
Train
Park & Ride Bus
Car share as a passenger
Taxi
Motorcycle (above 125cc)

Q8. **Do you use motorways and major trunk roads to get to/from work?**

Yes   No

Q8a. **If yes, please tick all that apply:**

A1   A1 (M)
A11   A12

A14	A47	
M11	M25	

Q9. **Do you drive or car share for a part of your entire journey to work?**

Yes [ ] No [ ]

If answered 'N', please go to Q10.

Q9a. **When you drive or car share to work, where do you park?**

On-site car park (no parking charges)		On-site car park (with parking charges)	
Public car park (off-site)		On-street parking (no parking charges)	
On-street car park (with parking charges)		Park & Ride site	
Not Applicable I am dropped off		Other (please specify)	

What could be done to encourage you to travel by another mode of transport to work?

Q10a. **Public Transport mode.**
For each and every applicable public transport column below, number your top four choices with 1 as your first choice and 4 as your fourth.

	Tube	Bus	Train
Subsidised / cheaper fares			
Interest free loans for season ticket purchase			
Up to date travel information at work on route, times and fares			
More secure / better quality waiting areas			
Pedestrian links			
Improved security on public transport			
More frequent / reliable service at the times i need to travel			
Less crowded services			
Nothing would encourage me			
Others (please specify)			

Q11. **Cycle and Motor Cycle (including mopeds)**
Number your top four choices for either or both columns below, with 1 as your first choice and 4 as your fourth.

	Cycle	Motorcycle
Secure parking at work		
Improved showers and changing facilities at work		
More lockers and locker facilities at work		
Discounts / loans for purchase of cycles/motorcycles and equipment		
Advice or training on riding skills		
On-site bicycle repair service		

Information on cycle routes and location of facilities
Better procedures and administration of pool cycles
Nothing would encourage me
  Others (please specify)

Q12. **Walking**
Number your top four choices, with 1 as your first choice and 4 as your fourth.

Safer crossing facilities on route
Improved lighting/security on route to work
More lockers and storage facilities at work
Improved shower and changing facilities at work
Less shared facilities with cyclists
Nothing would encourage me
Others (please specify)

Q13. **Car Sharing**
Number the four choices, with 1 as your first choice and 4 as your last.

Help in finding car share partners with similar
work/travel patterns
Incentives for car sharers
Preferential parking
Nothing would encourage me
Others (please specify)

Section 3 - About Travelling In The Course Of Work

Q14. **Ignoring your work commute, but including any trips direct from home to another site, how many working days per month do you travel for your business?**
Please enter number of days (on average) per month.

0	1	
2	3	
4	5	
6	7	
8	9	
10	11	
12	13	
14	15	
16	17	
18	19	
20	21	
22	23	
24	25	
26	27	
28	29	
30	31	

Q15. **Where do you usually travel to on business?**

To other sites in your organisation in your local area	Yes	No	
Please state where			
To other sites in your organisation in the UK	Yes	No	
Please state where			
To other sites in your organisation outside of the UK	Yes	No	
Please state where			
To other sites outside of your organisation	Yes	No	
Please state where			

Q16. **What usual main mode of transport do you use for business travel?**
Main mode in this case means the mode which you will spend the most time using for your journey:

Walk		Cycle	
Tube/Underground		Train	
Bus		Park & Ride Bus	
Car share as a Driver		Car share as a passenger	
Drive a Car Alone		Taxi	
Scooter/Motorcycle (below 125cc)		Motorcycle (above 125cc)	
Work from home		Pool bike	
Pool car		Other (please specify)	

Q17. **If you currently drive on your own for business journeys, what could be done to encourage you to travel by another, more sustainable mode of transport?**
(tick up to four boxes)

Travel information		Ticket purchase	
Financial incentive		Telephone conferencing	
Video conferencing		Teleworking	
Pool bike		Cycle mileage	
Provision of equipment (cycle jacket, lock, etc.)		Pool car	
My role is designated as 'Car User' I need to use a car		Nothing	
Other (please specify)			

Q18. **Please indicate if you already use these different working options in your role.**
If not used, indicate how realistic they might be to you. </br> N.B Compressed hours mean the normal number of hours of work spread over fewer days (such as four 10-hour days instead of five 8-hour days)

Telephone conferencing	Currently do so		Very realistic	
	Possibly realistic		Not realistic	
Video conferencing	Currently do so		Very realistic	
	Possibly realistic		Not realistic	
Flexi-working	Currently do so		Very realistic	

	Possibly realistic		Not realistic		
Compressed working	Currently do so		Very realistic		
	Possibly realistic		Not realistic		
Home working	Currently do so		Very realistic		
	Possibly realistic		Not realistic		

Section 4 - About You

By submitting the personal details you have provided in this form, you are authorising your local authority and its subcontractors to use your details given in this Section for the purposes of administration and research linked to workplace travel plans. Your personal information will be properly safeguarded and processed in accordance with the requirements of the Data Protection Act 1998.

Q19. **Please enter your surname and first initial.**
(use block capitals) (Optional)

Surname:
Initial:

Q20. **Please enter your email address**
(either work or personal) (Optional).

This address is: Work Personal

Q21. **What is your home postcode?**
(Optional)

Q22. **What is the postcode of your main place of work?**
(Optional)

Q23. **Please indicate your gender**
(Optional)

Male Female

Q24. **Please indicate your age group**
(Optional)

16-18		19-21	
22-24		25-30	
31-35		36-40	
41-50		51-60	
61-70		71+	

Q25. **During the last 12 months, approximately how many days have you taken off work because of sickness?**
(Optional)

No days		1 to 5 days	
6 to 10 days		11 to 15 days	
16 to 20 days		20 or more days	

8.5 Interview transcription extract

09.50

J: Next question is for those businesses that didn't take part, what do you think could have been changed to encourage them to join the scheme, again, if anything. From your experience working with businesses.

10.10

?: It is hard to encourage businesses to voluntarily do travel planning, so it is more about creating some kind of interaction, so like social media, it's getting the interaction with them instead of going in as a business this is what we're going to offer you, it's the interaction, get them interested with what's going on in their locality and what discounts are available, promoting all of that and then the next stage would be this is what we can do for you in that you can do a travel plan, you can actually look at everything, its consolidating all your issues into one document and looking at setting your targets of what you want to change.

11.13

J: So you think the travel planning was one of the harder selling points?

11.18

?: Yeah.

J: Ok, we come onto the incentives in a bit and that was one of them, the main one right at the beginning they had to do the travel plan, towards the end the focus shifted onto other incentives.

11.32

?: Yeah. Because you sit down with them and they think "why do I need this other document?" and you get that from businesses that are doing them and are required as a planning application and they still think why do I need this other document to sit on a shelf. I think if people are going to do things voluntarily you need to make it as easy as possible, and it's kind of spoon feeding them of "this is what's available in the area, have a look and see if there's anything", as a small business they haven't got the opportunity to go to the large public transport provider, even with other small businesses to offer discounts. GSK for example is a large company that offers green tokens for sustainable travel which can be traded for discounts at certain shops, but for a small company to set something like that up is a lot. You've got to have the numbers of SMEs to go and say that this is what we can do.

8.6   Business Questionnaire

Hello. My name is Jamie Cecil from the University of Hertfordshire. I am completing research for my MSc. Can you please spare 5 minutes to answer a few questions? All responses will comply with the University of Hertfordshire's data protection procedures.

Your business signed up to a project called Fresh Ways to Work between January 2011 and December 2012. Delivered by the University of Hertfordshire, Fresh Ways to Work aimed to assist businesses in developing Travel Plans and encourage staff to use more sustainable modes of transport. Please could you answer the following quick survey regarding your businesses' involvement with Fresh Ways to Work? You do not need to answer all the questions and can withdraw at any time. Thank you for your assistance.

Q1) Indicate the level of involvement between your business and Fresh Ways to Work.

☐ Very involved (regular communication with officers and uptake of initiative(s))

☐ Moderately involved (occasional communication with officers and uptake of initiative(s))

☐ Slightly involved (rare communication with officers)

☐ Not at all involved (no communication with officers except for sign-up)

☐ I do not remember my business signing up to Fresh Ways to Work

Q1a) (For those that answered 'slightly' or 'not at all' above) - Why did your business choose to not make use of the incentives?

☐ The incentives didn't interest my business

☐ No one in my business had the time to pursue this

☐ It was difficult to contact the project officers

☐ I initially thought Fresh Ways to Work could help my business, but it couldn't

☐ Other (please describe)

_____

_____

_____

_____

(For those that answered 'I do not remember' above), a prompt will be provided on what Fresh Ways to Work was, who within the business signed up and when.

Q2) On a scale of 1 to 5, where 1 means not at all beneficial to my business and 5 meaning completely beneficial to my business please rate the following.

a) Free Personalised Travel Planning

1   2   3   4   5

b) 50% Match Funded Grants to implement green travel initiatives

1   2   3   4   5

c) Discounts on the local buses

1   2   3   4   5

d) Free trial membership to Environmental Population

1   2   3   4   5

e) Freebies including high-vis jackets, bicycle reflectors, pens, post-its and mugs

1   2   3   4   5

f) Improved Green Credentials

1   2   3   4   5

Q3) What other incentives could Fresh Ways to Work have offered to benefit and engage your business?

_____

_____

_____

_____

_____

Q4) Could Fresh Ways to Work have done more to help your business reduce its transport carbon footprint?

    a. Yes (what?)
    b. No (why not?)

_____

_____

_____

_____

Q5) What would encourage your business to take part in a travel planning project in the future that has not already been described as an incentive of the project?

_____

_____

_____

_____

_____

Q6) On a scale of 1 to 10, please rank the desire for your business to reduce its emissions and become more environmentally friendly, 1 being no desire at all and 10 being absolutely essential.

    1 2 3 4 5 6 7 8 9 10

Q7) On a scale of 1 to 10, please rank the desire for your business to reduce specifically its transport related emissions, 1 being no desire at all and 10 being absolutely essential.

    1 2 3 4 5 6 7 8 9 10

Q8) Please describe your opinion of Fresh Ways to Work in your own words.

_____

_____

_____

_____

_____

Q9) If Fresh Ways to Work were to run again, would you commit your business to taking part?

    a. Yes (why?)
    b. No (why?)

_____

_____

_____

_____

Q10) What is the name of your business (optional)

Q11) What is your role within your business (optional)?

Thank you for taking the time to complete this survey. Your assistance is greatly appreciated.

8.7 Business Questionnaire Raw Results

Q1	Q1a	Q1z
no		impractical. Carers going from place TO PLACE
No		Filled out paperwork, didn't get anything back. Didn't get letter.
Very involved		
Moderately involved		
Very involved		
Moderately involved		
not involved	work from home, Stephen does travel, wasn't relevant	
Not involved	Couldn't find a way to make it work	
Not very involved	1 person, no need for incentives	
Don't remember	Communication lost	
Slightly involved		
Slightly involved	Seemed too complicated to make use of	
Not at all involved	1 man company. Walks to work most days. Deliveries couriers. Bike not really suitable	
Don't remember		
Moderately involved		

Q2a	Q2b	Q2c	Q2d	Q2e	Q2f	Q3
1	1	1	1	1	1	
1	3	1		2	4	
5	5	5	3	5	5	
2	2	3	2	3	3	
5	3	1	1	3	3	
2	1	1		3	4	
2	4	1	3	3	3	Something like trip planning, multiple uses for 1 journey, assistance with accommodation so doesn't have to travel as often
1	1	1	1	1	4	More info about finding towards bikes, match funded y business, cycle2work scheme
1	1	2	1	2	3	
1	3	2	1	2	3	Encourage people to commute via train, improved park and ride facilities for train commuters, more rail incentives, put off by parking charges
1	3	1	1	2	3	
1	5	4	1	4	3	
1	1	1	1	2	4	
2	3	1	1	1	4	
2	3	4	1	3	5	

Q4	Q4z
No	
No	Little travel now and that conducted via public transport
No	Implementation of schemes pretty much all that could be done
No	Didn't have power to do so, government, efficient, cheaper, subsidised travel
No	Already good initiatives/intent
No	Nothing that could be done that business couldn't do on its own, staff travel
Yes	Previously mentioned, open 2 suggestions
Yes	If there was a better understanding, more engaged
No	1 man band
No	Communication wasn't there
No	What was offered was good
Yes	Incentives, communication being there a bit more, Enabling them to do more via internet to cut out travel, video conferencing, more support, communication problems in general
No	only walk, no options for change
No	Not a big footprint, Nothing. Didn't volunteer more ideas, telephone conferencing (some of it free, webx)
No	Already quite green, using PT, not many other options, CYCLING DANGEROUS

Q5	Q6	Q7
No	8	5
Depends what travel needs are at the time. Reason to reengage	5	3
Nothing, certain limit	10	10
Financial incentive	6	6
Big incentive, financial/tax	8	8
Delivery business, vans on road, more focussed on running business greener, tailored support	9	9
Nothing	8	8
Discounts for rail travel	6	7
Electric car	8	8
Better communication	5	4
Free bikes, or better funded grants	5	5
No	7	7
Nothing	8	N/A
Nothing, such a small company, 3 people (10 people around country)	5	4
Better communication and support. Bit lost, needs someone to be on the ball and dedicated	8	4

Q8
Good principle, significant leap given time to implement
Not had follow up, good incentive but would have been nice to have been involved
Positive impact, introduction of new initiatives, more people cycling, taken up bike to work scheme, big Herts cycle challenge
Good and interesting idea
Good idea, not followed through, time between now and then
It was a project meant to understand how travel could be greener, utilising, cars and car sharing, location, driving staff, company vehicles home, difficult one to work on, outside influencing factors, good intentions, difficult in reality.
Trying to encourage companies to be more env aware, travel. Didn't work for them, maybe not ideal business
Seemed like a good idea but wasn't explained enough
Was a university lead initiative to raise carbon issues and educate colleagues on travel planning options
No experience, good idea at the time, wouldn't discourage, positive initiative
Good, great incentive, if had money would have taken it up, option to get 50%, 50% interest free loan
Very good idea, appeared to be under resourced, probably did less that it was perceived to do
Good idea, good its educating businesses on different ways to travel, highlighting issues
Was useful to get businesses thinking about it, didn't engage, not negative
Didn't offer the support that was required, but staff were made aware of the importance of looking at the way they travel

Q9	Q9z	Q10	Q11
No	Not worth it	Home Instead Senior Care	Nick Harrall
Yes	If relevant, business about. Be involved in anything green issues	The Artisan Food Trial	Graham Childes
Yes	Reducing impact on environment, always a good thing judged on env impact, good for opening doors and boxes ticked	T&B/Borras	Oliver Brook
Yes	Would like to try again. Good interesting idea	Photiades	Will Harvey
Yes	Something should be aware of, local company	GD Construction	John Colfer
No	Different project required for business need, same members of staff, want to support but no outcome	EatPure	Peter Farquar
No	Only if nature changed, and if it incorporated feedback	Energy at Work	Teresa
Yes	More interested in understanding it better	FL1	Jason
Yes	We should be supporting stuff like that given high pollution in St. Albans and parking, people need to be engaged	St Albans Chamber of Commerce	Lisa Bates
Yes	Promising, might be practical, would have to see	Page Hargrave	Keith Gymer
Yes	Because good idea, now in better position	Lea Valley Karate Academy	Daniel Hollister
Yes	As long as issues are addressed	The Endless Bookcase	Carl French
No	If saw it as relevant, had employees, needed to improve, not if nothing changed	Blueberry Display	Rik Parting
Yes	Not high expectations but would do it	Oxhey Hall Consulting	John O'Sullivan
Yes	If the project improved	Temag Pharma	Carolina