



**The Greener Journeys**  
Behaviour  
Change Lab

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## Foreword

**Tackling the UK's dependence on car travel will be crucial to achieving the Government's pledge of delivering an 80% reduction in CO<sub>2</sub> emissions by 2050. Greener Journeys came into being as a response to this need: the bus offers a quick and immediate low cost solution through modal switch from the car.**

Cars produce around 60% of domestic transport emissions, which as a sector is responsible for nearly a quarter of all emissions in the UK. While some progress has been made on new car emissions, people are also travelling further and emissions will rise as the economy recovers. The take up of electric vehicles has been very low, and the Committee on Climate Change recommends a plan for the full roll out of smarter choices.

It is clear that opportunities for substantial and low cost carbon savings through modal switch must be maximised, and it is in this context that the Greener Journeys Behaviour Change Lab experiment will bring some useful insights.

Over the past 50 years, car use has become central and indispensable to the lives of the majority of UK citizens and it is deeply embedded in many different aspects of the domestic economy, making it a very difficult behaviour to change. Attempts to reduce car use in the past have tended to focus on external factors, including pricing mechanisms such as the fuel duty escalator and congestion charging, and on incentivising more sustainable travel behaviour by providing more accessible and affordable public transport.

An area which has received less attention is that of encouraging reduced car use by addressing internal factors such as habit, cognitive processes and social norms. These pilot schemes may provide some important learning as they attempt to tackle deeply ingrained and habitual behaviour through applying some of the latest insights from behavioural economics in encouraging people to switch to buses.

The importance of buses goes beyond their role in reducing congestion and CO<sub>2</sub> emissions. Buses also underpin the UK economy. Research by the University of Leeds reveals bus commuters generate £64 billion in economic output, and that buses are key for sustainable economic growth. And as these schemes also demonstrate, buses are an integral part of local communities, fulfil important social needs and provide a life line for many who rely on them for their independence.

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# The Greener Journeys Behaviour Change Lab

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**The Behaviour Change Lab confronts a fundamental challenge for Greener Journeys and the bus industry at large; what are the practical on the ground methods of getting people out of their cars and onto buses. Working with communities, PTEs and bus operators around the UK, we aim to develop a series of new tools to encourage car users to switch to the bus.**

We started work in February 2012, using insights from behavioural economics to come up with new tactics to influence travel choices. The four projects we have developed have been designed to be complementary to existing work done by operators, moving away from conventional marketing approaches. We know that most travel behaviour is extremely habitual and that people rarely make a conscious choice on how to get from A to B, they simply do what they did last time. We therefore set out to develop some interventions that could shake people out of these well-worn routines.

At the heart of the Lab approach is the desire to innovate, to test new ideas and to learn. Each project is being evaluated to ensure lessons are learned and successful ideas can be scaled up in the future.

Our experiments are taking place in four different locations and in each case we are working closely with local partners:

- In Sheffield, we're working with the new Bus Partnership to encourage drivers to leave the car at home when travelling into the city centre.
- In Leicester, we're creating a network of community ambassadors to promote bus services to their friends and neighbours.
- In Manchester, we're funding three very different community groups to find new ways to raise the profile of the bus within the communities they serve.
- In the North East, we're running a competition for sixth formers to develop their own ideas for driving modal shift.

In each case, full results will be shared and tools created in order to allow the learning to be applied elsewhere.

**"This lab project is highly unusual and courageous in that it has been designed to experiment with innovative interventions, with the space to try out some new ideas where success is not guaranteed. It appears that we will learn a great deal from being able to compare very different types of initiative, and succeed in gathering the data to draw out what has worked."**

Project evaluators Lynn Sloman and Ian Taylor,  
**Transport for Quality of Life**

# Experiment 1

Title: Targeting drivers at moments of driving 'pain'

Location: Sheffield

Lead partners: First, South Yorkshire PTE, Front

## Insight

A brainstorm session with the government's Behavioural Insight Team yielded some new angles early in the strategic process. One such hypothesis was that drivers would be most susceptible to switching modes when the irritations of taking the car are top of mind. Force of habit leads people automatically to drive, but they may be more open to the benefits of taking the bus when feeling the 'pain' of a frustrating moment in the car.

## Aim

Use guerrilla tactics to make direct contact with drivers in and around negative experiences such as parking, sitting in traffic or paying for petrol. The project focuses on drivers making discretionary journeys, in particular weekend leisure trips into the city centre where the bus might be a better option.

## Method

We're working with Sheffield marketing agency Front and SYPTe to run a campaign of street team activity over 4 weekends. The teams are operating from points around the city, strategically chosen to encounter people at times when they might have experienced some frustration with driving, including:

- At busy traffic 'pinch' points
- In/outside busy town centre car parks
- Following traffic warden routes
- Outside petrol stations
- At key events like football matches (which attract a lot of cars)

To ensure as much as possible that drivers are targeted, the street teams are filtering people with signage and conversational introductions such as 'Did you drive?', 'Show us your car keys', 'Show us your parking ticket'. Drivers are then being handed leaflets, which include simple information on the locally relevant benefits of the bus and a voucher for a free Citywide Day Ticket to incentivise trial. People are required to give an email address and an indication of how they would have

travelled in order to validate the ticket, giving us valuable data to evaluate the project. An additional incentive of entry to a £300 prize draw is included.

## Initial results

Early indications are that the project has been very effective. With bright clothing and signage the teams had no shortage of attention, experiencing positive interactions and distributing over 20,000 vouchers. Redemption rates are high, showing that the incentive works. Crucially the targeted approach has effectively reached drivers, with almost 60% of those redeeming tickets telling us they would have driven if they hadn't taken the bus.

## What next

When all the results have been evaluated, we'll be making recommendations on how this approach could be used by other operators and in other areas.



# Experiment 2

Title: Providing trusted, community-level advice

Location: Leicester

Lead partners: Arriva, Global Action Plan

## Insight

Behavioural research shows that people are far more likely to alter ingrained behaviours if they see people like them doing so too. One way to make bus travel seem far more relevant and normal is to hear about it in a one-to-one conversation where the personal benefits can be explained. We also know that bus travel often seems complicated for car users, so any information given should be as personal and simple as possible.

## Aim

To recruit and train a team of ambassadors in Leicester who will engage individuals in their local community, providing a personal rationale for using the car less and taking the bus more. Ultimately, this project will result in a toolkit of how to run a community ambassador programme to encourage and facilitate modal shift.

## Method

The project is focused around five specific bus routes, targeting suburban drivers using the car for short journeys to get around their neighbourhoods and into the city centre. Working with Global Action Plan, we've recruited a small group of enthusiastic ambassadors from communities located around the five routes, using a combination of contact with local community networks, local advertising such as posters, and PR including a slot on BBC Radio Leicester. The ambassadors are seeking opportunities to engage people in conversation about their travel habits – usually this has been at pre-arranged events such as community fairs, or at events arranged specifically by groups of ambassadors at venues such as libraries, supermarkets and schools.

To ensure people go away from conversations motivated to change their behaviour, ambassadors are giving them information packs with useful, simple information, tailored to the specific route that they would need to use. These have been produced in partnership with Arriva who have also supplied vouchers for free Day Saver tickets as an incentive to encourage trial. Again, we are collecting email data and are incentivising response through a £300 prize draw.

## Initial results

We exceeded the target number of ambassadors, with 11 currently at work, and are set to exceed the target of forty events for them to run/attend. Ambassadors have been successful in engaging people at events and distributing the information packs/free tickets, to the extent that we have had to print extra.

## What next

Once the activity has been evaluated, a toolkit will be produced which will give recommendations on how it could be replicated at larger scale and lower cost, in other areas/by other operators.

**"I wanted to be an ambassador, because I enjoy working with people and I believe I could make a difference by encouraging people to take the bus, as it can be a wonderful experience."**

Audrey, community ambassador, Leicester



# Experiment 3

Title: Community groups as messengers

Location: Manchester

Lead partners: Stagecoach, Behaviour Change

## Insight

People are more likely to engage with a message when it is communicated by a trusted source. Supporters of a local community group will invariably trust what they hear through the group more than from a brand that is marketed to them conventionally due to the closer, personal relationship.

## Aim

Work through small organisations that are known and supported in local communities in Manchester to promote modal shift with programmes tailored to the needs of their community. The project helps highlight how buses meet important social needs and are an integral part of the local community.

## Method

We have awarded grants of £5,000 to 3 not-for-profit groups in Manchester to develop and execute locally based initiatives to promote bus travel to their members/supporters. Working with Behaviour Change, the organisations have been recruited by promoting the scheme through the Manchester Community Central network of organisations, as well as through the direct contacts and network of local operator Stagecoach. A wide variety of groups applied, from traditional charities to sports associations and residents groups. We've supported the grant winners with advice and communications materials where appropriate.

### Grant winner 1: Pure Innovations

Pure Innovations help vulnerable and disadvantaged groups



to fulfil their potential, giving them the support they need to take up paid employment and be an integral part of their community. Their project targets school pupils with learning difficulties who currently rely on their parents to drive them around, as the parents are worried about them travelling on their own. Pure are working with parents and equipping them with simple tools through workshops, teaching packs and assisted technology, giving them the confidence to take the lead on training their children to travel independently and safely on the bus.

### Grant winner 2: Gaydio

Gaydio is a community radio station for lesbian and gay people across Greater Manchester.

For this project they are leading a consortium of 5 stations, targeting a range of geographical areas and communities of interest. Each of the community stations is producing a package of programming, tailored to achieve the best response from their own listeners that addresses the barriers to using the bus and confronts the drawbacks of taking the car. The campaign is building towards a Greater Manchester-wide 'Get On Board Day', where free System One tickets are being offered to incentivise leaving the car at home for a day.



### Grant winner 3: Saheli

Saheli offers emotional and practical support, advice and refuge to Asian women and children fleeing domestic abuse. They are undertaking a 12 week project aimed at giving their service users, who make the majority of their journeys by driving or taking lifts, the independence to travel alone by bus. The project involves workshops designed to introduce women to the possibilities and benefits of using the bus, followed up by free trips to local leisure attractions so they can experience it first hand and build confidence.

## Initial results & what next

Following expressions of interest from almost 50 organisations, the 3 winners were picked from a shortlist of 6 particularly strong proposals. Delivery is underway and we plan to evaluate not only the effects on bus usage but the wider social benefits of the activity too. We hope to turn this approach into an easily replicable way of working with community organisations elsewhere too.

# Experiment 4

Title: Influencing future travel behaviour in students

Location: North East

Lead partners: Go-Ahead, Global Action Plan

## Insight

Travel is very habitual, with lifelong behaviour patterns often being formed in young adulthood.

Young people are especially dependent on bus travel. More than half of 16-19 year olds are regular bus users, and rising fuel prices and car insurance costs mean that they are less disposed to learn to drive than previous generations. This makes them an ideal source of new thinking on how to get people out of cars and onto buses.

## Aim

We want to harness the creativity of sixth form students to develop new ideas for getting them and their families to switch from car to bus.

## Method

The Bus Factor is a new schools challenge, targeted at sixth form students in Business, Economics, Citizenship and Geography across the North East and designed to fit well with A-level syllabuses. We're working with education specialists at Global Action Plan to recruit schools.

With a prize of £10,000 up for grabs it is expected to generate fierce competition.

Participants have to choose a particular type of journey to focus on, conduct research to better understand the target audience and come up with new ideas to change their behaviour. They also need to think about how these ideas would be brought to life and how success would be measured, assembling their arguments into a compelling presentation designed to impress the judges.

## Initial results

Our target of 20 participating schools has already been exceeded, with 29 registering to take part. A shortlist of 5 will be put forward to a final, which will be judged by bus industry leaders.

## What next

In addition to rewarding the winning school and two runners up with cash prizes, we plan to share successful ideas with operators in the North East and beyond and explore the feasibility of implementing them.



**greener Journeys**  
**The Bus Factor**

**Your school's chance to win £10,000 with The Bus Factor!**

Come up with an innovative idea to get people out of their car and onto the bus and your school could win.

**WHAT IS THE BUS FACTOR?**

- A competition for sixth form students in the North East - students need to submit a creative, innovative and practical idea to encourage people to catch the bus
- It supports **Applied Business, Business Studies, Geography, Citizenship and Economics A Level** subjects
- It could also be run as an **extra-curricular project** for a travel plan group, eco team, or young enterprise group.

**THE PRIZE**

A top prize of **£10,000** will be awarded to the school with the best idea (as judged by a panel of bus industry experts), plus two runners-up prizes of **£1,000**.

**APPLY**

Enter your details at [www.surveymonkey.com/s/B29NIXH](http://www.surveymonkey.com/s/B29NIXH) and you'll be sent a full briefing pack with everything you need to take part.

For more information contact:  
[thebusfactor@greener-journeys.com](mailto:thebusfactor@greener-journeys.com)

The Bus Factor is part of Greener Journeys, the national campaign to encourage bus use.

## Project partners

### Behaviour Change

Not-for-profit social enterprise Behaviour Change works with government, business and charity to make it easier for people to lead sustainable lives. Behaviour Change has developed and managed Greener Journeys consumer campaigns since 2009.



### Transport for Quality of Life

Transport for Quality of Life specialise in work which is at the forefront of sustainable transport. Projects include research into sustainable transport solutions: to identify ground-breaking best practice; to monitor and evaluate the effects of new interventions, and to develop further policy options.



Greener Journeys is a campaign dedicated to encouraging people to make more sustainable travel choices. It aims to reduce CO<sub>2</sub> emissions from transport by encouraging people to switch some of their car journeys to bus or coach instead. Switching from car to bus for just one journey a month would mean one billion fewer car journeys on our roads and would save 2 million tonnes of CO<sub>2</sub> every year.

It is a coalition of Britain's leading bus companies and other supporters including Transport for London, Campaign for Better Transport, the RAC Foundation, Confederation for Passenger Transport (CPT), and the Passenger Transport Executive Group (pteg). Its primary funders are bus companies Arriva, FirstGroup, Go-Ahead and Stagecoach.

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