



Local Transport Plan activist training days

19 September 2009 (Manchester), 26 September 2009 (London)

These are the notes from the Friends of the Earth, Campaign for Better Transport, CTC, Campaign to Protect Rural England and Sustrans training days for local campaigners on how to influence the next round of local transport plans (LTPs).

The focus of the day was to develop participants' skills, with workshops which generated lots of ideas about how to firstly talk about local transport and then how to campaign on it. The days ran on two separate days but with the same workshop themes. As a result we have combined the ideas from both days into one document.

The ideas in this document are the outputs of the workshops and feature ideas generated by the participants. They are not necessarily the policy of any of the organizing bodies. They have been written up by different people and collated into one document so there are some differences in presentation or style.

Morning workshops – policy

The purpose of these workshops was to generate a fleet of ideas as to how the topic in question could be talked about positively to councils. The focus was on talking about how the topic could deliver on the five “Delivering a Sustainable Transport System” (DaSTS) goals set out by DfT, which are to govern all of their transport policy for the coming years:

1. Economic competitiveness & growth
2. Tackling climate change
3. Safety, security and health
4. Access to opportunity
5. Quality of life and a healthy natural environment

Carbon reduction was almost taken as a given – the focus was on the other four goals. Councils have been given guidance from DfT which stresses the importance of their local transport plans being devised in the context of these goals – so getting the arguments right for why sustainable transport ticks those boxes is very important.

Walking and cycling

Discussion in these workshops mainly centred on making the case to councils and overcoming objections to walking and cycling (W&C) schemes. These are the chief concerns for those promoting schemes for cycling but are not such an issue for walking, where there is much less opposition.

Value for money was assumed in all cases to be very high, as it is from nearly all cycling and walking interventions. The problem here was considered not to be proving value for money, but simply educating officers as to the importance of small schemes rather than big.

How to make the case for W&C under the 5 DaSTS goals

Groups brainstormed a number of arguments to show that W&C contributes significantly to all 5 of the DaSTS goals – see below. However one overarching point was made about the synergies between the 5 DaSTS goals. The ways in which walking and cycling contribute to the 5 goals are strongly inter-related. E.g. the health benefits to individuals from walking and cycling as physical activity, from reduced pollution, and from reduced road danger all lead in turn to quality of life benefits. These in turn create economic benefits, e.g. due to reduced health-care costs, lower absenteeism etc, or the increased retail vitality associated with attractive town centres.

1. Improving economic competitiveness – felt to be critically important owing to current state and ongoing obsession with ‘value for money’ and need to ‘speak the language’ of the opposition.

One group made a distinction between local and global economic arguments, and felt it was important to cite both.

Specific points include:

- Focus on congestion caused by short car trips, especially key journeys such as school run and morning commute, easily shiftable to W&C.
- W&C schemes have excellent value for money (VFM) compared with road schemes.
- W&C schemes typically reduce congestion (as well as pollution etc), whereas roads typically increase road traffic overall, adding to congestion elsewhere.
- More people walking and cycling will reduce wear and tear on the roads, saving road maintenance expenditure.
- More W&C reduces absenteeism by around 10-15% - huge savings to employers and economy. Employees who walk and cycle are less prone to road or PT delays, are more alert on arrival at work and are more productive.
- W&C are attractive to people working in creative, knowledge based industries.
- Better integration of modes can make more efficient use of existing facilities (e.g. attractive more customers to public transport).
- Walking and cycling can contribute significantly to the local economy in several ways:
 - People making local journeys are more likely to support local retailers.
 - They in turn are more likely to support local suppliers (thus also potentially reducing the CO2 impacts of food miles etc), and to employ people who live in the local area (who will in turn tend to be a more engaged workforce). This

all helps to create a stronger sense of community – a “people centred local economy”. Portland, Oregon, is a good example of this.

- Both W&C in leisure form contribute significantly to rural economies through tourism.
- Over-reliance on high-carbon transport carries serious economic risks:
 - Importing oil increases trade deficit;
 - Vulnerable to supply shortages from other countries, including those due to geopolitical and economic instability as well as the threat of “peak oil”;
 - Also vulnerable to future policy measures to tackle climate change, e.g. carbon pricing or rationing.Need to increase self-sufficiency.
- Slower speeds creates smoother traffic flow and fewer crashes (major contributor to congestion) – economic benefits are ancillary to safety benefits.

2. Climate change – as well as the obvious fact that W&C emit nothing, the following points were made:

- Promoting walking and cycling helps achieve the targets of the Climate Change Act 2008.
- Walking and cycling are among the easiest ways to reduce one’s personal carbon footprint in ones daily life. An adult making an average-length daily car commute (4 miles) would reduce the average carbon footprint by c6% by switching to cycling.
- However much larger CO2 reductions come from replacing longer-distance car trips with shorter W&C trips – i.e. from promoting local facilities and other measures which reduce the need to travel.
- Longer-distance trips can also be replaced by combining walking and cycling with public transport.

3. Safety, security and health – celebrate the combining of ‘safety’ and ‘health’ under one objective – this should facilitate greater involvement of health bodies.

- Physical activity is good for heart and respiratory health, for preventing obesity, diabetes, osteoporosis and certain cancers, and is good for mental health and well-being, and for overall life expectancy.
- Unlike gym membership etc, walking and cycling are easy ways to integrate physical activity into one’s day-to-day routines without costing money or time, indeed they can save on both. Once started, the habits are more easily retained.
- These health impacts in turn have both economic and quality of life benefits.
- **Air pollution** is a problem that again springs from motorized transport, especially big vehicles. Note though that impacts on cyclists are similar to car drivers due to the relative position of cyclists to car drivers (higher up, often to the side of the road or on quieter roads).

- Despite their health benefits, some councils still see W&C (particularly cycling) as “dangerous” and are concerned that encouraging people to take it up may lead to more casualties. **Rebut this with the ‘safety in numbers’** message that safety is better where more people cycle. More people walking and cycling makes **drivers more aware of their needs** and may also encourage more drivers to take up these modes. This creates a **virtuous circle** of reduced motor traffic, better health and improved safety, benefiting everyone.
- Also note that W&C are only “dangerous” in the sense that other people impose danger on pedestrians and cyclists. By contrast peds and cyclists impose very little danger on other road users – in this sense they are very safe modes. A switch to more walking and cycling would therefore benefit road safety overall.
- Maximising this “safety in numbers” effect (and the associated cycle of benefits) involves talking the fears which deter people from walking and cycling. Many of these fears are misplaced, however it is vital not to play on them, as this merely scares people away from using these healthy and sustainable modes, or allowing their children to do so, thus undermining all the benefits which go with “safety in numbers”.
- Vital importance of **reduced speeds** – 20 mph in urban areas, 30 mph in villages.
- An approach based on reducing the deterrents to walking and cycling particularly benefits groups such as children, older people etc – see “equality of opportunity” below.
- **High quality facilities** improve safety and encourage greater use of W&C
- More W&C improves security on streets by increasing natural surveillance – “**eyes on the street**”.
- **Training** of all vehicle users makes a huge difference, both cycle training and better driver training.

4. Equality of opportunity – important to balance the message that cycling and walking are cheap and accessible means of transport whilst not associating these modes with failure in people’s minds: this will only reconfirm private motorisation as the preferred option for most people. It was felt important to talk about children, women, older people, people with disabilities (including poor eyesight), as well as lower income. Pedestrian/cycle friendly streets make it easier for these groups to get around, while pedestrian/cycle-friendly planning makes it more likely that there will be shops, services, employment opportunities etc within walking and cycling distance.

5. Quality of life – It was noted that DaSTS defines this goal as including a range of local environmental impacts (e.g. built environment, biodiversity, landscape) as well as the welfare of society more generally. Walking and cycling can contribute in several ways:

- Reducing the adverse environmental impacts of motorised transport: noise, air pollution, materials needed to build roads/cars etc, disposal of these (e.g. car tyres), the land required for roads and car parking, the impact of roads etc on landscapes, biodiversity, rural tranquility etc.

- Reducing the adverse quality of life impacts of road collisions, fear, road rage, stress etc.
- Helping to make streets places and assisting with the ‘civilising’ of town and city centres.
- Walking and cycling themselves increase ones quality of life, e.g. hearing birdsong, wind in ones hair, time to think/meditate, dissipate stress.
- People who walk and cycle are more likely to value the local environment and hence are more motivated to protect it.

General approaches to W&C to be included in LTP planning

- **Walking and Cycling Fora** can be very helpful in improving relations and communications with council officers. There is a need to share case studies of how to make them effective.
- **Separate walking from cycling** in catering to these modes. The two are different and need different treatments.
- **Segment the market:** different cyclists need different treatments, similarly some pedestrians need formal crossings, others don’t.
- **Ensure quality is maintained** when implementing facilities. High quality facilities can avoid conflicts between pedestrians and cyclists – don’t skimp when planning for these modes.
- **Plan your spaces and roads** in a way that can cater for all these different needs.
- **Partnerships** are vital – especially with non-transport partners such as PCTs, the Police etc. The Forum can draw these partners together but it is very important for activists to reach out to missing partners.
- **Never forget the need for motor traffic reduction** as the main means of achieving better conditions for W&C. Too often we talk about spending on new schemes rather than simply improving conditions by getting rid of big vehicles.
- **Education for motorists** as to the needs of cyclists and pedestrians – e.g. many are ignorant that pedestrians have priority at side roads.

Smarter Choices

Arguments that could be used

- Saves individuals money – less parking charges
- Value for money = limited funds
- Fairness & utility
- Frees up road space
- Integration of people with society
- Health (mental & physical) and also access to hospitals. Happiness also. Save gym money!
- Access to training and education and jobs
- Sustainable approach – good reputational boost for businesses
- Homeworking reduces need to travel and boosts productivity, saving organizations money

- Using communications systems to facilitate transport integration
- Less car parking = less pressure on space, which increases potential for housing provision
- Access to town centres comes with better information
- Saves the council money through higher quality of life for citizens and a functioning local economy (as more people are able to demand local services). Quicker to implement and doesn't involve new infrastructure.
- A good way to promote destinations within the authority
- Saves the local economy money as getting people out of traffic jams generates £
- Boost the council's own reputation
- Better community cohesion
- More safety, less vandalism
- Employment - Smarter Choices generates jobs itself
- Getting more people to take up smarter transport will start a process of long-term behaviour change – particularly relevant to children (work with schools)
- Empowerment through cycling training (a form of smarter choices)
- Connecting elderly or isolated people with services

Rural Transport

This workshop focused more on policies that can be used to improve rural transport. The following were suggested:

- Networks of Quiet Lanes and Greenways
- Demand responsive public transport
- Smart cards for rural transport, including car clubs, DRT etc.
- Rural bus quality partnerships using LTA 2008
- Lower speed limits
- More community rail partnerships and adopt-a-station
- Car share and rural car club schemes
- Light rail on reopened rural lines
- Slower speed limits, inc 20 mph in villages
- 1 bus per 1,000 people
- Supporting local enterprise to keep services local
- Change local planning regulations to support local service provision
- Integrated (with highway and public transport networks) and upgraded Rights of Way network
- Village plans, including securing amenities
- Foothpaths/shared use along all busy roads
- Share the road campaigns for rural roads
- More enforcement of traffic laws in rural areas
- Cycling & public transport integration
- Demand Responsive Public Transport
- Car clubs in every village

- Community demand responsive freight
- Mobile service provision, e.g. mobile library
- Community hubs, e.g. at stations, pubs, part-time churches
- Transition town initiatives
- Real time transport info
- Smart cards

Traffic Management and Speed Reduction

- Workplace parking levy – more revenue for public transport. Access to healthcare, education, leisure.
- 20mph in all residential areas / 30mph through all villages – promotes equality of opportunity, safety security & health. Problems with the economy argument?
- Pedestrian priority
- Contraflow cycle lanes on one-way streets = safety in numbers for cyclists
- Listen to other people rather than motorists
- Economic growth – local shops, regional / local sourcing
- More attractive for people to live and work
- Improving road access for vulnerable road users
- Improving choices – mapping projects – showing how choices have been reduced
- Local democracy – involvement in planning; change town planning model to cut down on transport
- Deliver on LAA / LSP targets (see NWTAR website for complication of NW LA targets)
- Greenways / quiet lanes – safe routes between villages = lower casualty figures, more equality of access
- Lower speeds by recruiting eg healthcare workers etc to adopt and enforce
- Traffic flows lower CO2.
- Quality of life arguments – slower speeds enable better thinking
- Better councils – hierarchy road users – walking and cycling at the top → achieving this is cheaper. Reputational also, top green cities leagues
- Prepare by knowing specifics of your local council → politics, ambitions, pragmatism
- Changes to funding – sustainable travel
- National indicator on safe & healthy communities – meeting targets and obesity indicator should be compulsory.
- Work hours – public sector shift might reduce peak hour travel
- Saves money through improving / expanding existing systems / processes – not a brand new technique.
- Reveal the ‘hidden’ / wider costs, eg accidents and deaths. Less burden on the NHS. Also fewer sick days – improve the local economy.
- Sustainable jobs = best practice local authority
- Fewer vehicles = lower road maintenance spending and slower speeds.

Public transport

Public transport can help local transport authorities under the DaSTS goals in a number of ways. These include:

Economic competitiveness & growth

- reducing congestion through modal shift to public transport, taking cars off the road
- helping town centres compete as retail, leisure and tourism destinations

Tackling climate change

- reducing CO2 emissions from transport from switch from high emitting modes to lower emitting public transport

Safety, security and health

- integration of public transport services with walking and cycling to encourage more physical activity

Access to opportunity

- access to employment opportunities for those without cars
- ensuring access to transport for groups with low or no car ownership, including older people, children and young people, and those on low incomes

Quality of life and a healthy natural environment

- reducing traffic through modal shift, enabling improvements to town centres and residential streets
- improving air quality through modal shift away from cars

Making the case for public transport should focus on making this wider case under these goals. It also needs to address:

Deliverability of public transport improvements

- use examples from elsewhere in UK to demonstrate that improvements can be made
- show how schemes can be developed and implemented, starting with quick wins

Funding

- local transport authorities face very tight budgets and often lack means to raise finance themselves for improvements, so focussing on low cost solutions (such as improvements to information) can be a first step in improving transport
- explore other options for funding, including developer or private sector contributions (making the case for the return they can get), ideas like workplace parking levies, or a voluntary levy on public transport operators to improve information

Evidence of benefits

- good evidence of the benefits that come from public transport improvements are key – see links below for examples
- evidence should be linked to wider benefits, not just the benefits you think are important (for instance benefits for local businesses)

Working in partnership

- transport improvements need a wide range of bodies to be involved, including transport authorities, highway authorities, planning authorities and transport providers (including bus companies, train operating companies and Network Rail)
- this can be a barrier but there are good practice examples of partnership working (for instance the voluntary bus partnership in St Albans) and local transport authorities do have more powers under the Local Transport Act which they can implement, or use to influence transport providers

Prioritisation

- many public transport improvements take time, so a sense of which are most important and how they can be staged will be important

Afternoon workshops – campaigning

The purpose of these workshops was to move from *what* to say to *how* to say it. They focused on campaigning tips and tricks. They largely featured an element of smaller-group work, discussing fictional scenarios and coming up with campaigning ideas.

Making partners and allies

Scenario work 1:

“You are devising a plan for how you can work with local partners to get the council to support a big increase in walking and cycling in Mexbury.

The town is an important regional centre with good shops, although two major out-of-town superstores built in the 1990s have led to the closure of the majority of food shops in the area.

Most journeys in the town are quite short – three quarters of all trips are under five miles, but speeding traffic and wide roads in the city centre deter walkers and cyclists. Many streets in the centre of town are spilt by heavy traffic too.

A high proportion of families live in Edwardian and 1930s suburbs within two miles of the centre and are well served by local schools, but one large housing estate is cut off from the nearest primary school by a very fast road with blind bends. As a result most children there are driven to school, which causes severe traffic problems. “

Scenario work 2:

You are campaigners in a large conurbation in the Midlands. The aim of your campaign is to get the council to work with public transport operators to increase bus and rail use.

You have a good public transport infrastructure (bus, suburban rail and intercity rail) but the public generally perceive it to be of poor quality. It is hard to get information about bus services and many of



the buses have a reputation for being polluting and dirty. Services are frequently held up in traffic, so reliability is poor.

There is poor provision for cyclists and disabled people on suburban and intercity rail services.

Your questions:

- (1) Which organizations or other bodies would you prioritise to target?
- (2) Why have you chosen to prioritise them?
- (3) How will you ask them to help in your campaign?

Who could we approach?

- Public transport operators
- Cycling / walking groups
- Disability groups
- Rail user groups
- Residents associations
- Religious / Church groups
- Help the Aged
- Other environmental / transport groups
- Media – local press & radio – seek them out as partners
- Local politicians
- Community groups
- Business groups (including local shopkeepers and larger employers). Federation of Small Businesses . Town centre organizations.
- The council themselves – as partners
- Police
- Local Highways department
- Schools and PTAs
- Colleges and universities
- Rotary groups
- Local celebrities

How could we reach them?

- Emails initially
- Target those with the most experience – don't reinvent the wheel if there is a lot of expertise out there
- Target those in a position to most directly effect change
- Target your enemies – work with those that could scupper your campaign to get them on board. Work out how to turn your opponents' arguments to your favour
- Ask contacts to get you contacts
- Use the media to get attention
- Ask their members to do things
 - Petitions
 - Surveys
 - Internal / external publicity
- Ask for £

- Media to officially support
- Stress the benefits to them and the local community
- Understand what obligations your target groups may already have and what initiatives already happen
- Organize joint public meeting

Using the media

Benefits

- There are other people campaigning
- Make people aware
- Pressure on decision-makers
- Publicizing local issues
- More people for your group
- Getting support
- Bring people to your stall
- Credibility for campaign
- Papers are read on public transport!
- Use photos. Costumes are good, as are photos of things people won't like (like lots of cars)
- Come up with great headlines and soundbites ("Grid lock terror!").
- Do direct action – blockade Tescos or local shops?

Scenario work 1: brainstorming around media possibilities in the town of Toppingham:

"You are new campaigners in the city of Toppingham. You are trying to generate media coverage for your campaign to reduce car traffic but your predecessors have found it difficult to get the press interested.

Several large businesses in the city have recently approached the council with planning applications for new offices, all of which include proposals for extensive car parking. This has made you realize that the council's parking policies are very weak – but competition with nearby towns in the region means that councils are reluctant to get tough on parking.

The district hospital has major parking problems and has just announced that it would like to relieve these by building a multistory car park."

Your questions:

- (1) What are your top two ideas for media stories to support your campaign for traffic reduction? You'll probably generate lots of ideas in your group – just choose two!
- (2) What work do you need to do turn these ideas into great media stories?
- (3) How else could you generate local publicity (perhaps not just media) for these ideas?

Top ideas:

- People who will lose out on getting to hospital due to traffic
- Ambulances affected by more cars going to hospital
- Carpark means more pollution – bad for hospitals

- Multi-storey encourages anti-social behaviour
- More car use detrimental to health
- Get doctors to oppose car park
- MP to oppose development
- Do hospital visitors want more car parks or better buses?
- Parking charges petition
- Car parks at hospitals are bad for health:
 - Find out who comes by car – visitors or patients?
 - Need solutions – better public transport access: what ideas? Drop off zones? Specific park and ride?
 - Find high profile supporters and / or people affected
- How bad local situation is
- Illustrate the solutions
- Local colours – local people affected
- Hand over petition / MP signing petition
- Children
- Smog masks
- Scary media stories ... congestion horror, gridlock terror! Ambulances stuck. Quantify the impact of the new cars.
- Tell personal stories
- Beware of the potential backlash around ‘no new roads’
- Compare with lack of money for buses.
- Using a hospital to raise revenue...
- Use FOI, photos and stats.
- Hold a public meeting

Scenario work 2: brainstorming around media possibilities in a rural council:

“You are campaigners in a largely rural county council. You want to generate media coverage for your campaign to reduce car traffic and speeds.

There is a big road safety problem across the county, particularly in villages and country lanes – not only a problem in itself but also because of the numbers of people who are deterred from walking or cycling.

Poor public transport is also a major problem. Some villages have only one or two buses a week. The picturesque railway line serves a string of small towns, but is poorly used. Surveys suggest that local people don’t trust the trains; the stations are unstaffed and there is no way of finding out if a train has been cancelled or is running late.

In the summer, lanes in the south of the county are often jammed with tourist traffic. There are a couple of major National Trust properties which attract many thousands of visitors. The biggest is Hawk Hall. More than 90% of visitors to the manor arrive by car, even though there is a railway station a couple of miles away.”

[same questions as Scenario 1]

Top ideas:

- Elderly people isolated and confined

- Tourists clogging up roads
- Rail line = underused asset
- Poor information
- Solutions = Park and Ride for National Trust location
- Better public transport
- Media stories –
 - waste of money → underused rail line
 - visitors causing problems
 - road space – 1 bus v 20 cars
 - people waiting for buses that are late, not knowing when trains will come
- who is suffering?
- Ask the National Trust and your council what they're doing. Praise where it's due, criticism too.
- Start running a Shuttle bus from the station (a good news story!)
- Compare to other national trust sites
- Photo of traffic queues
- Embarrass the council by highlighting the traffic impact of its policies... embarrass the national trust by highlighting its poor climate change policies.
- Take amateur video.
- Case studies – who else has done this well?
- Highlight impact of the traffic impact with the local community
- Maps – highlight traffic problems and also show easy walking and cycling routes
- Approach local councilors and MPs
- Organize a mass cycle ride

Understanding your council

The groups discussed two scenarios:

- You are seeking to influence the **councillor** who is the cabinet lead on transport and the environment at a Conservative controlled county council. What would be your general approach to get them to adopt sustainable transport proposals?
- You are seeking to influence the **lead officer** working on the local transport plan at a Conservative controlled county council. What would be your general approach to get them to adopt sustainable transport proposals?

The scenarios are based on working with a council which is likely to listen to your concerns and is not pursuing policies in opposition to a sustainable transport agenda (in which case a more public campaigning approach using the media and allies would be more appropriate).

Influencing councillors

Understand them and their council

- what is their motivation? What are they trying to achieve in their post? Are there things that they would like to say that they saw through? (or opportunities to open things)
- councillors are concerned about their reputation with the public (usually through the media), their peers (both other councillors and also with others from outside their area) and, to some extent, with council staff. Think about how you could help them to retain their good reputation, rather than lose it.
- see if you can find out the kind of person you are dealing with. Are they interested in a case built around
 - a vision for the area and what the council might do
 - individual case studies, relating it to how individual people would benefit
 - examples of how it will improve localities, or a bigger picture about the benefits
 - statistics and evidence
- council priorities will be set through any manifesto that they have been elected on, and more formally through the priorities set in the Local Strategic Partnership and the targets chosen in their Local Area Agreement (see below for links).
Understanding how what you are proposing can link to their own objectives is very helpful.

Identify opportunities and your approach

- find a reason for a meeting (eg something that the council is about to do, or a new report which may be relevant)
- be clear whom you represent – and think about building a wider alliance to reinforce your status with the council
- be clear about what you want from a meeting. In the long run you should be trying to build a relationship but for each meeting, an idea about what your best case from the meeting is, what would be ok, and what your minimum would be is advisable

Tips for meeting councillors and building a relationship

- ask them their views – including what they're currently focussing on
- give credit to them – including publicly (eg in a letter in the local press) if you agree with what they are doing
- help them to understand transport and its impacts – you can tell them what is actually happening on the ground, and even what the council is doing which they be unaware of (and even lead members for transport may not have an in-depth knowledge of transport issues)
- let them know who else you're talking to (particularly those with influence) so they know that you're not just a random activist. This could include public transport operators, officers in the council or others involved in civil life
- summarise what you've discussed at the end of the meeting with next steps for both of you, and follow up the meeting after
- think about other opportunities to carry on the relationship, such as inviting them to speak to a local group

The wider council

- the council's democratic structures also offer opportunities to make your agenda the council's agenda too. These can include:
 - the council's "duty to involve" the community and wider stakeholders in developing their policy
 - overview and scrutiny committees which can examine council (and potentially other service providers) performance
 - petitions, which councils have to respond to provided a set number of people have signed them

Influencing officers

Understand them and their council

- what is their motivation – they may actually be sympathetic and want to take forward some of the things you are calling for but they are also trying to meet council priorities (such as those set out in the local strategic partnership's sustainable community strategy or the targets in the local area agreement)
- they may also have things they want to achieve to help their career, and may look for schemes to implement, and potentially to be highlighted in local government awards or in the Audit Commission's comprehensive area assessment which included "green flags" for innovation

Identify opportunities and your approach

- think about whether you can help them – eg
 - making links with other departments in the council (or other local authorities) and transport providers
 - finding out about opportunities, eg national funding for specific projects
 - insight into national policy, through working with national NGOs
- find a reason for a meeting (eg something that the council is about to do, or a new report which may be relevant) and other opportunities, such as forums on specific local areas or issues
- be clear whom you represent – and think about building a wider alliance to reinforce your status with the council
- be clear about what you want from a meeting. In the long run you should be trying to build a relationship but for each meeting, an idea about what your best case from the meeting is, what would be ok, and what your minimum would be is advisable

Tips for meeting officers and building a relationship

- be sympathetic to officers about having to work with councillors and political processes which can interfere in their work
- ask questions about the processes by which things get done, and timescales
- see if you can find a sympathetic officer who can provide you with insights into how the council operates
- ask who else you should talk to about your issue

Links to more information

Friends of the Earth

- Getting Serious about Local Transport:
http://www.foe.co.uk/resource/briefings/getting_serious_about_transport.pdf
- Local Transport Act 2008:
http://www.foe.co.uk/resource/briefings/local_transport_act_2008.pdf
- Get Serious About CO2 campaign overview:
http://www.foe.co.uk/resource/reports/getting_serious_about_climate_change.pdf

CBT

- Campaigning guides, including on getting the bus you need, improving your local train station, fighting cuts to train services, slowing down traffic and reducing commuting by car: <http://www.bettertransport.org.uk/local/guides>
- Directory of local transport campaigning groups:
<http://www.bettertransport.org.uk/local/guides>

CPRE

- CPRE transport campaigns pages: <http://www.cpre.org.uk/campaigns/transport>

CTC

- New Vision for Cycling:
http://www.ctc.org.uk/resources/Campaigns/0902_CTC_NewVision_FINAL-LOW-RES.pdf
- Safety in Numbers: <http://www.ctc.org.uk/desktopdefault.aspx?tabid=5225>

Government

- Local priorities – find out what performance indicators your council has signed up to
<http://www.localpriorities.communities.gov.uk/>
- Department for Transport: all about Local Transport Plans, including the latest set of guidance to local authorities: <http://www.dft.gov.uk/pgr/regional/ltp/guidance/>. Also the DFT will soon be releasing a ‘best practice’ guide for sustainable transport – check the DFT website at the above link for more information.