

# Our Strategy 2019-2024



“Since 1972, the Campaign for Better Transport has led calls for improvements to the country’s transport networks. With notable successes, we have campaigned for transport which is greener, more affordable and easier to use.

Now, as the organisation approaches its 50<sup>th</sup> year, transport is undergoing a series of transformations. In our cities, towns, and rural areas the ways we work, shop and travel are changing rapidly. Meanwhile, our understanding of how our travel choices affect our health and environment has never been clearer.

This strategy sets out how the organisation will respond to these changes. It identifies how we intend to influence the crucial decisions and work with partners across society to help solve the transport problems affecting our communities.”

Darren Shirley, Chief Executive  
Ruth Chambers, Chair of Trustees

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# Introduction

**Transport is at the heart of our communities. It connects people to jobs, education, public services, shops, leisure activities, and with other people. It's key to moving goods to where they are needed. As we approach our 50<sup>th</sup> year, transport is undergoing a transformation.**

The ways we work, shop and travel are changing, and this will transform the way we move around and between our cities, towns, and villages. Change has come through flexible working practices, online ordering and home

delivery negating the need to make a trip. The younger generation are no longer taking up driving licenses on the scale of previous generations. Private car ownership has become less necessary for many. The prevalence of the





smartphone with greater access to information and interaction with services, along with the increased use of shared or rented services are changing the choices that are available and how decisions are made. Technological advancements are fundamentally changing transport.

However, transport can have a detrimental impact on society. Illegal levels of air pollution are damaging people's health. Transport is the biggest contributor to greenhouse gas emissions

in the UK, and the sector is lagging behind others. Passengers' expectations are not being met on the quality of operations, and in some parts, trust is diminishing and anger is growing when things go wrong.

We want a country where transport connects people with opportunities and places, where the cost of travel is fair (in terms of financial cost and time), and the default choice is to use a sustainable form of transport.

**Crucial decisions are going to have to be made in the coming years. The changes to come should be focused on improving the wellbeing of communities, quality of life and the environment. Campaign for Better Transport will seek to bring sustainable transport to all.**



# Sustainable transport: our starting point

**Sustainable transport provides social and economic connection (such as access to jobs, education, services, lifestyles, and other people); ensures the development needs of individuals, companies, and society are met safely, with positive impacts on human health and the environment; and promotes equity within and between successive generations.**



Sustainable transport is affordable, operates fairly and efficiently, facilitates the choice of transport modes, and supports a competitive economy. It limits greenhouse gas emissions and pollution of the air and water; relies on renewable resources or active travel; and minimises the impact from the use of land and the generation of noise.

Sustainable transport modes are any efficient, safe and accessible means of transport with overall low impact on the environment.

Our focus will be on surface transport and on new technology such as electrification and digital technologies, which present considerable opportunities and risks.



# Who we are

## Our Vision

Our vision is for all communities to have access to high quality, sustainable transport that meets their needs, improves quality of life and protects the environment.

## Our Mission

To make sustainable transport available to all and encourage its use.

## Our Values

There are four values that underpin how we work:



### Be ambitious

We aim high, exceed expectations and take risks



### Be evidence led

We base our decisions and actions on evidence



### Be collaborative

We work together with others to meet shared objectives and achieve the best results



### Be effective

We focus on outcomes and impacts



# How we work

**We shape the future of mobility by collaborating with national and local government, developers, employers, operators, NGOs, and communities to make transport better, greener, healthier and affordable.**

We are a campaigning organisation that sets the agenda, influences national and local transport policy and delivery, and finds solutions to the future challenges that affect communities and people's lives.

We are an expert voice with a strong track record of making transport more seamless, integrated, connected, accessible and affordable so that it meets the needs of communities and is sustainable.

Our campaigning to achieve change is evidence-based, and we are pragmatic and solutions-focused. We believe we can deliver greater impact through stronger partnerships with common goals that improve the transport system to make it more sustainable and deliver improved access to jobs, education, services and facilities and all-round improvements in quality of life.

We will provide advice, support and guidance for local transport authorities, as well as recommendations for national government.

We work across England and Wales.





# Strategic objectives

**Four strategic objectives will underpin our programme of work over the next five years to accelerate the shift to sustainable transport, improving quality of life and the natural environment.**

Access to reliable, convenient and affordable transport is essential for all communities. While the form such transport takes differs depending on need, its absence is felt across an increasing number of locations, through worsening exclusion and rising costs. Rural communities are suffering the brunt of this, being left isolated without public transport.

As the impact of poor local transport affects more areas, so the need to find sustainable solutions becomes more pressing. The issues have moved beyond the traditional forms of travel such as the bus and train, to the opportunities new modes bring, and the future of mobility.

There will be new pressures on the existing transport system, new influences that will shape people's choices, leading to a transformation in how we move around.

New technology is going to shape the future of transport but only if it works with the existing system. We must do everything to harness the benefits this can bring and ensure that transport is sustainable.

## **Strategic objective A: Make transport in urban areas more seamless, integrated, affordable and sustainable**

**Transport in our cities is undergoing a transformation that is driven by the need to reduce air pollution and carbon emissions, technological developments, and changing consumer demands.**

To achieve a more seamless, integrated, affordable and sustainable transport system in cities we will need to ensure the regulatory environment fosters growth in sustainable transport; technology is harnessed to secure positive improvements; the

best use is made of land to help create varied and thriving communities; and local transport authorities are supported in making choices for their communities that ensure the needs of current and future generations are met by the transport networks in place.

Travel between towns and cities is also changing, and we will focus on improving inter-urban transport with reform to the railways and opportunities for the inter-urban bus market. Our work will contribute to bringing air pollution within legal limits and reducing the carbon emissions from transport in cities.

## **Strategic objective B: Ensure rural communities have access to sustainable transport**

**The future of rural mobility is a pressing issue as transport deserts and transport poverty become more prevalent.**

Poor rural transport can lead to isolation and social exclusion. The future for rural mobility needs to harness the opportunities of new technology, and ensure that there is provision of a sustainable transport system that connects rural communities to employment, education, and services, and links them to urban centres. Economies of scale through aligned procurement across public services will be necessary to ensure that rural areas remain served.

Our work will contribute to reducing carbon emissions from rural transport, and tackling isolation, loneliness, and social exclusion.

## **Strategic objective C: Reform the financial structures and incentives to grow sustainable transport**

**The fiscal environment is key to growing and fostering modal shift, securing more sustainable transport.**

This means the way transport is funded will need to adapt, including the investment and support from Government, as well as the private sector. The financial structures and incentives should be targeted to hasten the transition to sustainable transport.

The funding of public transport will be considered in the next Spending Review, where the support for the bus sector will be under scrutiny as well as wider capital and revenue spend. With the move to electric vehicles there is an opportunity to reform taxation related to vehicles to incentivise modal shift and generate an income stream to fund future investment in sustainable transport and infrastructure maintenance.

## **Strategic objective D: Harness the benefits of new technology to make transport more sustainable**

**Technological change is accelerating and the coming years will be a critical juncture that could lead to widespread benefits.**

As data is made more freely and openly available how people make transport choices will change with technology employed to inform and mediate decisions. Smart ticketing and pay-as-you-go should be rolled out across the transport system, facilitating greater shifts in consumer behaviour.

As concerns about air quality and carbon emissions grow cleaning up the transport system is a necessity. Issues such as the interaction with energy infrastructure, how to grow the take up of electric vehicles to get dirty vehicles off the road, and the wider electrification of our vehicle fleet will be key. Future technological developments, such as connected and autonomous vehicles, have the potential to disrupt or displace mass transit undermining their economics and commercial viability, potentially leaving sections of the population underserved or disconnected.

This technology can, and should, be harnessed in the context of sustainable transport.



## Strategic enablers

**We have a clear vision and direction that will take the organisation into and beyond its 50<sup>th</sup> year. But as the world changes around us, we need to ensure that Campaign for Better Transport is an effective, efficient and financially resilient organisation.**

We believe that the organisational strategy with our talented and effective team will form the basis for delivering against our mission. To ensure we are successful in the future we need to maintain a focus on building our capability, investing in our team, and a strong financial base.

Internal changes to the organisation will be front-loaded to enable us to scale up activity under the strategy across all teams. We will also be more flexible in our operation as a result.





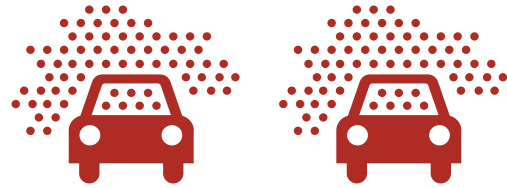
# Measuring and reporting our impact

**In order to demonstrate delivery against our new strategy and the outcomes we intend to achieve we must be able to measure our impact.**

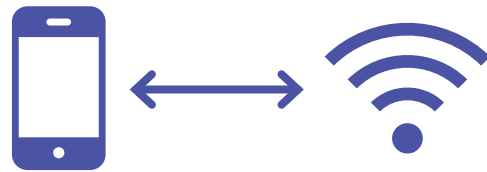
There are five key outcomes we intend to measure our impact against to determine if the policy changes and our campaigning have led to a more sustainable transport system.



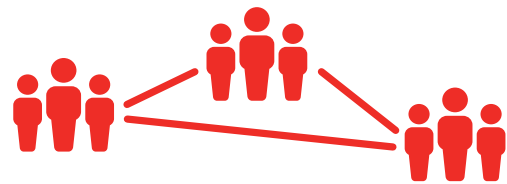
**1** Pollution from transport is reduced with air pollution brought within legal limits and reductions in water pollution from particulates



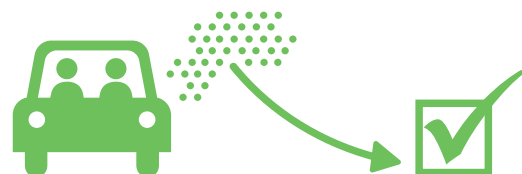
**2** Social equity is considered in decisions so that divisions in society aren't widened through technological developments



**3** Loneliness and social exclusion are tackled through reconnecting isolated communities



**4** Greenhouse gas emissions from the transport sector meet the trajectory for net zero emissions



**5** Transport poverty is reduced



# Appendix: Strategy map

Vision	Our vision is for all communities to have access to high quality, sustainable transport that meets their needs, improves quality of life and protects the environment	
Mission	To make sustainable transport available to all and encourage its use	
Outcomes	Pollution from transport is reduced with air pollution brought within legal limits and reductions in water pollution from particulates	
	Social equity is considered in decisions so that divisions in society aren't widened through technological developments	
	Loneliness and social exclusion are tackled through reconnecting isolated communities	
	Greenhouse gas emissions from the transport sector meet the trajectory for net zero emissions	
	Transport poverty is reduced	
Values	Be ambitious	Be collaborative
	Be evidence led	Be effective
Strategic objectives	A: Make transport in urban areas more seamless, integrated, affordable and sustainable	B: Ensure rural communities have access to sustainable transport
	C: Reform the financial structures and incentives to grow sustainable transport	D: Harness the benefits of new technology to make transport more sustainable
Strategic enablers	1. Build the team to deliver against our aims	2. Make us operationally fit to succeed
	3. Transform our communications function	4. Improve our campaign development
	5. Strengthen relationships with priority stakeholders	6. Develop a secure funding base
	7. Be more financially resilient	



## Better transport, better lives

Campaign for Better Transport has been at the forefront of sustainable transport for over four decades. Our vision is for all communities to have access to high quality, sustainable transport that meets their needs, improves quality of life, and protects the environment. We work to make sustainable transport available to all and encourage its use.

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