

# **GAMBLING IN DYCE –WHAT ARE THE ODDS?**

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## **1 TMO CONCEPT**

1.1 A Transportation Management Organisation is an association that works proactively with its members to improve the commuting environment. This can be by reducing the number of solo car commuters, improving the cycling, walking and public transport infrastructure and acting as a conduit for concerns regarding transport and travel.

### 1.2 Difference

In the past, many industrial estates have had to produce a Travel Plan which included subsidies or provision of commuter buses, restricted parking and a car sharing scheme. These were often paid for by an annual fee as part of the estate management. Dyce Transportation Management Organisation Limited is the first 'stand alone' company that addresses the transportation concerns of the community and commuters into area. It is funded by the companies of Dyce, to reduce daily single occupancy vehicle commuting by working within the community, recognising residents' concerns and raising residents' awareness of their responsibilities; working with employers to encourage them to recognise the part that they can play in commuter car reduction and other transport issues including company travel plans and inviting companies to subscribe annually to the company

### 1.3 Examples

There are many examples in the USA of TMOs and TMOs. In the UK, Dyce TMO is the first to capture the imagination (and finance) of companies in one area who have come together to find out the solutions to their own site specific problems. Many had already attempted a car sharing scheme or a shuttlebus between station and office but had abandoned this due to high cost or poor take up.

#### Business case for joining

The TMO was set up to help businesses to

- deliver on sustainable issues, ISO 14001 and other environmental targets
- Increase productivity by making the commuting journey less stressful
- Ease parking problems on site by offering membership of the Dyce liftshare scheme
- Recruit and retain staff by increasing improving public transport links and thereby increasing the recruitment catchment area
- Improve the health and welfare of their employees by encouraging alternative modes of transport to work
- Encourage the installation of cycle facilities

- Encourage the take up of the Sustainable Travel Grant Scheme (a NESTRANS initiative that provides match funding for suitable projects up to £10,000 per year per project.)
- By offering expertise on Travel Plans particularly for planning or grant application and for individual journey plans

## 2 Background

### 2.1 Location, location, location

The north east of Scotland produces an independent, private person, born out of hard winters, marginal farming, depopulation by two world wars and the 'theft' of oil revenues. Dyce, the site of Aberdeen' wartime airfield, became the site of industrial estates in the 1960s and 70s when the oil boom started. The airport passenger terminal, once alongside the rail station, moved to the other side of the runway and expanded. The station closed and with it the links to Peterhead, Fraserburgh and the north eastern settlements. Dyce developed still further. The station was reopened and the old railway line developed into a cycling and walkway linking Aberdeen and Dyce via Sustrans Route 1 south to England and via the North Sea Cycle Route to the all the countries surrounding the North Sea. The bus link between the station and the airport was discontinued three years ago. From the 2001 census, the journey to work figures for Dyce are 23,000. These have been queried and we now believe that offshore workers and air travellers may have put their journey end as Dyce when they were going further afield. The figure, we believe is closer to 18000 people who commute daily into Dyce to swell the 6500 residents in the area.

#### History of the Dyce TMO Limited

In 2004, Aberdeen City Council had become more aware that the traffic situation in Dyce was untenable. They became aware that BP were shortly to submit an application for a larger office complex and that extra hectares were programmed to be released for business and industrial use in the Dyce area in the following 5 years.

The Western Peripheral Route had yet to be finalised and yet the pressure on commuter routes into this affluent and vital part of Aberdeen's economic base was increasing.

The concept of a North American style transportation management association was sold to the city that went to Europe for matched funding. Meanwhile, the City hosted a meeting in Dyce inviting all the companies to gauge interest, Mike Tucker, the Security, Safety and Environment Manager, from BP was the only business representative to attend amongst councillors, both local and community, local authority and NESTRANS (North East Scotland Transportation Partnership) officers and Mike Brean, then an employee of Vipre. BP's representative was convinced of the soundness of the idea put forward, traffic problems and getting employees to work had always been in his 'too difficult pile' and he took it upon himself to encourage his contacts throughout the companies in Dyce to come to the table to find out what the potential was for a Local

Transportation Association in Dyce. Gradually, over the course of the following six months, companies came and went and the minutes of the meetings make interesting reading. Always in the meeting was a representative from NESTRANS and Warren Murphy, then working for Aberdeen City Council, who had tried so hard to get European funding but failed. By this time, there was a working group of businesses in the Dyce area who were interested enough to start to talk finance. The costs had been calculated at £10 per employee with 50% funding from Europe and the businesses had latched onto the £5 per employee and were proving difficult to move from that figure. NESTRANS (Aberdeen City, Aberdeenshire, Scottish Enterprise Grampian and the Aberdeen and Grampian Chamber of Commerce) having funded the investigation and start up costs then stepped in to fund 50% for the financial year 2005 -2006.

One of the difficulties was what to call this amalgam of interested businesses. An 'association' was not eligible to be a company and were advised to use 'organisation'. We were advised that a registered company, with no share capital and limited by guarantee was the best vehicle for what we hoped to achieve and consequently went for this. Companies were to be members, not individuals, and the company was registered at Companies House, Edinburgh on the 31<sup>st</sup> March 2005.

### **3 ACHIEVEMENTS**

#### **3.1 Key recommendations**

Measured against the key recommendations of the Dyce Travel Plan, the executive summary of the Fairhurst/MVA report on Access to Dyce and the Aberdeen Airport Surface Level Access Strategy the Dyce TMO has become an incorporated company, has a logo, branding and website, has acted as liaison with public transport providers, has been instrumental in raising the profile of cycling and walking in the Dyce area, setup the liftshare scheme, geomapped all member companies' employees post code and assisted in member's travel plans.

#### **3.2 Logo, branding and web site**



TRANSPORTATION MANAGEMENT ORGANISATION

The web site designers were asked to come up with a branding and logo and used the dice image to good effect. This image is now recognised locally and appears on the liftshare scheme membership cards and all the stationery. The TMO stress cubes, given to all who actively liftshare, are green and blue dice with transport images on each face together with the web addresses. The TMO

was advised to do a search on the branding just to make sure that we were not infringing anyone's copyright and to our dismay 'tmo' was going through the process of being registered throughout Europe by a German transport company. This meant that our logo had to be modified so that a search for a tmo would not reveal Dyce TMO. It just meant that the lettering of the logo was all blue not blue and green. However, we were able to launch the Dyce TMO web site ([www.dycetmo.org](http://www.dycetmo.org)) early April 2005. Up to date information goes onto the site and there are numerous links including Aberdeen and Aberdeenshire local authority sites, public transport providers, the member companies and the Dyce liftshare scheme. The web site, professionally hosted and serviced, has great potential which has yet to be realised. A decision was taken to register both dycetmo.org and dycetmo.com so that when the TMO gets bigger and wants to branch into marketing, a web site will be ready.

### 3.3 The Strategy Wheel



Dyce TMO Wheel\_ clockwise.pdf

The companies, building on the Travel Plan that had been presented in January 2005, combined that with their own concerns for 'quick wins' created a 'Strategy Wheel'. Remember that these representatives have far greater priorities than the TMO, so when they chose to meet at weekly intervals for a month to produce this document, to brainstorm the actions that they thought were needed in Dyce, this document took on a great significance and illustrated the companies' commitment. A strap line was decided, 'Roll with Dyce TMO and travel forward'. This was quickly transferred to the web site.

Six Goals were developed from the brain storming exercises:-assisting the development of a sustainable business development; improving environment, health, safety and security; reducing congestion for communities, commuters and business; changing travel behaviour; promoting Best Practice in Travel Solutions and working with, and for, members, communities and stakeholders.

The members then chose three of the Goals and have been developing these to benchmark existing practices in Dyce, for example 9 day fortnights and flexitime, or information given out on journey to work at new employee induction days. These will be the subject of workshops in Dyce initially but rolled out to Aberdeen and Aberdeenshire as the outcomes are developed.

The Strategy Wheel was a response to a need articulated by member companies' representatives and this has developed into the Implementation Plan.

### 3.4 The Implementation Plan

This document was put together by Vipre UK and now forms the basis for the work that is being done. The actions listed below have come directly out of the brain storming plus extra travel planning initiatives that Vipre were able to suggest that promoted the goals of the TMO.

I detail below some of the actions that were drawn out from the Goals in the Strategy Wheel.

Goal		Actions
1 Assisting the development of a sustainable business environment	1.1 Promoting Environmental Best Practice	1.1.1 Use sponsorship to promote symbiotic relationships with local companies. 1.1.2 Advocate Transport as one of the elements in ISO 14001 or other standard. 1.1.3 HSE fairs & meetings (internal events) 1.1.4 Raise the profile of the Dyce TMO by competition and publicity
	1.2 Supporting the growth of companies and businesses	1.2.1 Lobby Chamber of Commerce, Scottish Executive, etc to 1.2.2 Support new business's environmental awareness 1.2.3 Promote alternative routes to freight companies 1.2.4 Encourage local providers and services to become members of the TMO
	1.3 Helping widen employee catchment area	1.3.1 Support integrated public transport by identifying and highlighting the most efficient integrated transport links 1.3.2 Give quarterly updates with rail links 1.3.3 Investigate traffic flows 1.3.4 Promote & administer liftshare scheme
Goal 2 Improving Environment, Health, Safety and Security	2.1 Reduction in CO2 emissions	2.1.1 Promote efficiency of fuel use and point out relationship between travel speed and flow 2.1.2 Consider school sponsored projects 2.1.3 Consider options for planting trees to mitigate CO2 produced 2.1.4 Promoting alternative fuelled vehicles e.g. dual fuel, hybrid, electric vehicles, fuel cell vehicles 2.1.5 Maintaining vehicles – optimum efficiency. Local company discounts in place
	2.2 Promoting staff welfare	2.2.1 Provision of hygiene facilities 2.2.2 Improved health – benefits from walking and cycling 2.2.3 Increased/enhanced security e.g. buddy systems, minimising single vehicle occupancy

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	2.3 Supporting travel to work initiatives	2.3.1 Improved productivity and increased levels of comfort 2.3.2 Promotion of liftshare scheme 2.3.3 Promote car share benefits e.g. sharing in bad weather conditions, breakdowns,
Goal 3 Reducing congestion for communities, commuters and business	3.1 Reduce single occupancy car journeys	3.1.1 Develop campaigns 3.1.2 Improving accessibility 3.1.3 Car parking
	3.2 Reduce frequency of journeys	3.2.1 Encourage Companies to introduce flexitime and nine day fortnights as alternatives to bringing in cars and working from offices 3.2.2 Reduction in number of vehicles – use alternatives and/or decrease frequencies inc freight transport
	3.3 Promote alternatives to journeys	3.3.1 Publicise availability of video and tele conferencing facilities and set up training. To include who to use, simple solutions, where, location etc... including use of web cams, internet etc.
	3.4 Benchmarking and periodic review of Best Practice	3.4.1 Promote and encourage the 'Setting the Standard' initiative.
Goal 4 Changing travel behaviour	4.1 Defining mindsets and target areas - Conduct research to support a travel behaviour change program / project	4.1.1 Implement, manage and evaluate travel behaviour change research project. 4.1.2 Identify research study 4.1.3 Investigate options for a BEPNE sponsored student. 4.1.4 Investigate options for graduate volunteer to work for the TMO
	4.2 Educating and engaging members	4.2.1 Identify company travel coordinators and provide appropriate training 4.2.2 Offer a package of site specific advice to member organisations. 4.2.2 Offer personalised Travel Plans and advice to visitors, commuters and for business travel.

	<p>4.3 Promoting the scheme</p>	<p>4.3.1 Reassure people from key concerns - Taking account of family emergency, unforeseen circumstances. ASDA/getting out of office at lunchtimes etc</p> <p>4.3.2 Provide options e.g. for ASDA to provide shuttle bus and incentives e.g. express check outs etc</p> <p>4.3.3 Provide Information on alternatives and/or guarantees e.g. guaranteed Lift Home</p> <p>4.3.4 Promoting use of shuttle buses and tying in TMO initiatives to e.g. hotel shuttles and individual Company shuttles</p> <p>4.3.5 Promote reliability of services</p> <p>4.3.6 Lobby transport providers and receive guarantees</p> <p>4.3.7 Publicise email/sms messaging for trains and planes etc. (Log information and track performance)</p> <p>4.3.8 Investigate and promote innovative modes e.g. people carriers, local bike hire system, bikes on trains etc</p>
	<p>4.4 Identifying Best Practice</p>	<p>4.4.1 Promote environmentally sustainable company car and allowance policies</p>
	<p>4.5 Facilitating access</p>	<p>4.5.8 Publicise Government scheme promoting use of cycles and Company leasing options</p> <p>4.5.1 Encourage use of alternatives to single car commuting</p> <p>4.5.2 Use of public transport</p> <p>4.5.4 Travel coordinators to maintain stock of travel vouchers and/or purchase tickets</p> <p>4.5.5 Increase and encourage walking and cycling</p> <p>4.5.6 Provide details of alternative transport options to people e.g. when planning meetings provide options for use of alternative. Tie in with Company travel coordinators.</p> <p>4.5.7 Providing facilities for cyclists e.g. lockers, shower rooms etc...</p> <p>4.5.8 Charitable options. Investigate carbon neutrality.</p> <p>4.5.9 Member companies to provide free or subsidised bus tickets or buses.</p> <p>4.5.10 Promote maintenance contracts that recognise</p>

		environmental issues
Goal 5 Promoting Best Practice in Travel Solutions a	5.1 Promoting Best Practice in travel solutions via quality partnerships	5.1.1 Tie in with Airport forum – Standard agenda item at periodic meetings
	5.2 Setting the standard for small, medium and large enterprises.	5.1.2 Establish standards for each e.g. quick wins and standards which they can realistically achieve. 5.1.3 Disseminating best practice from other forums and organizations e.g. cycle networks, NESTRANS, TravelWise, Scottish Environmental Transport Network (reverse engineering and mutual promotion). 5.1.4 TMO will research and share knowledge and best practices and report latest developments within quarterly newsletter
Goal 6 Working with and for Members, Communities and Stakeholders	6.1 Members of the TMO	6.1.1 Each member to nominate key account managers for each member 6.1.2 Each key account manager to receive monthly update/newsletter. 6.1.3 Web site development 6.1.3 Periodic survey (annual survey with quarterly focus groups). 6.1.4 Promoting success stories: publicise approx 10 success stories over the next 6 months within newsletter using multiple methods i.e. web, press, internal company media – intranet, in-house magazines and communications. 6.1.5 Progress updates (6 Monthly) 6.1.6 Strategy wheel update. 6.1.7 Solutions delivered. 6.1.8 Act as a focus for comments on transport issues
	6.2 Members of Dyce Business Community	6.2.1 Newsletter to potential members (monthly).
	6.3 Dyce Community	6.3.1 Community Council meetings – Representatives at council meetings (est. frequency – biannual). 6.3.2 Invite Community Council to join TMO as associate member. 6.3.3 Target key dates i.e. 6 success stories per annum. 6.3.4 Press release – P&J, EE, Herald & Post, Independent etc..... 6.3.5 Banner sponsors & locations. 6.3.6 Working with school liaisons

		to develop school travel plans 6.3.7 PR & signage at traffic bottlenecks.
	6.4 Stakeholders	6.4.1 Transport providers (airport, bus, and rail) – Internal advertising to transport providers e.g., signage, leaflets, etc..... at bus stops, on transport & stations. 6.4.2 Advertising at petrol stations – BP, ASDA, Shell. 6.4.3 Lobbying transport providers to support DTMO. – Each transport provider to support 1 campaign. 6.4.4 Other STAKEHOLDERS – Seek to influence City Council (Park & Ride owners) Aberdeenshire Council; NESTRANS; Chamber of Commerce and potential members 6.4.5 Associate membership (tiered rates structure), Aberdeen Forward, SBC. 6.4.6 Press release & communication – Market the TMO as a Lobby Group and Source of information. 6.4.7 Public Bodies – Roundabout signs? Outside Dyce & Aberdeen.

### 3.5 Setting the Standard

At one meeting the representatives asked for a way of giving recognition to those companies who has made an effort with environmental transport. Thus the ‘Setting the Standard’ initiative was created. These annual awards These annual awards are a means of identifying standards within membership of the TMO in order to recognise the value achieved by companies, encourage and assist in the recruitment of companies as members, promote similar standards for employees throughout member companies and identify benchmarks for excellence in environmental transport issues associated with Dyce.

The award has five stages and the first awards were presented in March 2006 to BP, BA and KBR.

#### 3.5.1 The Standards

There are five different classes of achievement which will result in the award of an appropriate certificate. Recognising that the size of the company may be the limiting factor within this initiative, two out of every three criteria achieved would result in the standard being awarded. *In addition*, for a higher award, two criteria in the lower section would count as one in the higher towards that higher award. Applicants are expected to reach 2 out of 3 of these standards before the certificate will be awarded. In addition, up to 6 of the previous lower standard can be submitted for the higher award, when 2 criteria in the lower section would count as one in the higher.

#### 3.5.2 The Criteria

The first standard is primarily to encourage smaller companies to start thinking about the broader environmental picture; to nominate a person who will be responsible for sustainable travel issues including the liftsharing scheme; to recognise employee success in liftsharing e.g. by allocating dedicated spaces for liftsharers; to ensure regular slot in company newsletter etc. In total there are eighteen sections of which the company has to achieve twelve.

The second standard, where nine out of twelve sections must be met are more onerous. For example: produce an annual work plan, allocate budget to sustainable travel and monitor and report performance against plan and achieve 10% of employees as 'journey registered' members of the liftshare scheme. The third standard, where twelve out of eighteen sections must be submitted, puts pressure on site senior managers to become fully improved and includes off shore workers. Focus now moves to influencing other companies and helping the community by sponsoring local bus shelters, including provision, solar powered lighting, real time information, pedestrian links to site etc. The fourth section, where ten out of fifteen sections must be examined, rack up the pressure on liftsharing, reducing the number of car parking spaces on site and modifying company policy on company cars and mileage allowances. The fifth standard is even more onerous but there is an emphasis on innovation. This facility is available in all of the sections but the intention is to encourage individual companies to develop site specific solutions and then offer them to others via the 'Best Practice' sections in the Strategy Wheel delivery.

3.5.4 This is believed to be the first 'charter mark' for environmental transport and both the Scottish Executive and the Department for Transport are interested in the outcomes.

### **3.6 Bus routes**

Imagine a doughnut. The hole in the middle is the airport runway and the industrial estates are round it. Draw a tangent to the hole from south east to north west and this is the railway line. You can then understand the bind that the bus operators work under. Dyce's location on the periphery of Aberdeen, although served by a rail station, creates many demands for public transport routes that fragment once within the Dyce area but are long distances between different parts of the Dyce area. Routes that come out from Aberdeen tend to favour the eastern side since the majority of the residential settlement is there but on the west, the airport and major employers such as Aker Kvaerner and Halliburton feel that they are marginalised.

Currently the TMO has been able to act as a channel for discussions on improving bus services, bus shelter provision and pedestrian infrastructure. When the estates were built, few footways were provided since the travel mode was expected to be car.

Local hotels service the thousands of offshore workers who travel from all over the UK (and Europe too) and hired buses link the heliport at all times of the day and night and week to these bed providers. The Dyce TMO is hoping to broker a service that combines all these hotel to heliport trips with the station and airport

too, to create a regular shuttle service, but so far, business confidentiality has prevailed over economies of scale.

### **3.7 Cycling and Walking in the Dyce Area**

Dyce TMO was able to respond swiftly to Aberdeen City Council's request for suggestions for better cycling and walking provision in Dyce. Members and non members of the Dyce TMO responded to an e-mail from the manager and this has led to lively discussion about facilities and created a channel for promoting cycling events. From one of the member companies' employees has come a request to encourage their company to participate in the BOOOST scheme, the cycle leasing and buy back scheme. Dyce TMO has been able to put that company in touch with another within the organisation which has started this initiative.

### **3.8 Liftshare scheme**

An online survey, carried out in August 2005, funded by NESTRANS and with over 2,600 responses, revealed that 76% travelled to work alone and of those 40% would consider car sharing. It seemed obvious from this that the number one priority would be a car sharing scheme. This was set up with liftshare.com and www.dyceliftshare.com went live in April 2005. The scheme is open to all who live and work in Dyce and, although web based, can be accessed through the administrator. It is open to those who are seeking lifts and to those offering lifts. This is a two tier system that gives added security to member companies' employees by restricting members' searches to members, although everyone is encouraged to use the advanced search option to include those who are either members of the public, or are employed by companies who are not members. Currently (March 2006) the liftshare scheme has 363 members, approximately 6% of members' employees and an additional 65 members who are not associated with member companies. Local discounts have been negotiated to encourage members to shop and use local services (MOTs, shoe repairs, DIY etc) and a draw of all Dyce liftshare members takes place monthly for a £20 lunch voucher from a local restaurant. This was given to the TMO in exchange for publicity on the Dyce TMO web site. In addition, three companies have designated spaces adjacent to their main entrances for liftsharers. These are policed by either company security or by employees who spot that *two* membership cards are not displayed on the dashboard! This is a very good marketing tool where car parking spaces are rare. However, some companies are not able to do this since they have a policy of 'no designated spaces' to indicate that all employees are equal!

### **3.9 Geo-mapping and van pooling**

The Dyce TMO in its unique position of non association with any one company, has been able to persuade all the member companies to release their employees' home post codes. This information has been used to create a map of commuting journeys and has been very useful when investigating bus routes and the proposed van pooling project. This will be a first for the UK too. Vipre and VPSI are the biggest van pool providers in the USA and the Dyce TMO is hopeful of replicating their success over here. Van pooling is big in the USA and the Netherlands. In a nutshell, a van pool is a group of maximum nine individuals

who commute daily to and from work on a regular basis in a comfortable, spacious and high specification people carrier. Vehicles are provided by an external operator that also provides a comprehensive maintenance and repair programme, insurance (if applicable), fuel and a back up vehicle. Normally one passenger is responsible for driving and maintaining the vehicle while the passengers share the monthly fee. The volunteer driver often receives a free commute and some personal use of the vehicle in exchange for assuming the driving responsibilities.

Vipre and VPSI have been involved in the development of this initiative and have yet to have a definitive answer from the Inland Revenue on personal taxation. It has proved difficult to get away from the 'Green Travel Plan' provision of a minibus which attracts no tax burden. However, it is difficult to imagine an oil executive travelling in a minibus, whereas a people carrier seems more of a sales point for van pooling to well-paid oil workers!

### **3.10 Company Travel Plans**

The TMO has assisted in enabling member companies to find out what their employees want of their commuting journey. Constrained by maximum car parking standards and company mergers and takeovers, many of the Dyce companies are using the TMO to suggest solutions to resistance to changes in travel habits that must come to their employees.

## **4 NEXT STEPS**

### **4.1 Implementation of the Travel Plan; see earlier.**

### **4.2 Car parking and off-shore workers**

Anecdotally, off-shore workers, living within car commuting distance of Dyce, park in residential areas for two to three weeks at a time, refusing to use either of the two the longstay car parks provided by BAA and another private company, since there is a cost for this. Employers are aware that offshore workers park in the office car parks, taking up valuable space for their office employees and there is little that they can legally do to stop this.

The density of development and the fluctuating number of employees now means that cars are parked, often for days at a time, on access roads, causing delays to deliveries and inaccurate programming of dispatches and accidental damage.

## **4 FUNDING**

### **4.1 Start up**

Start up costs, for what to all intents and purposes is a new company, can be overwhelming and thanks are due to NESTRANS for stepping in and funding not just 50% in the financial year 2006-2006 but individual items such as the liftshare start up and the Dyce TMO web site which were funded in the 2004 – 2005, financial year before the Dyce TMO was registered as a company and able to hold contracts. Vipre UK, the consultancy that provides the management of the TMO, has worked hard to support this initiative since they believe that the self financing TMO is the way forward. In the year 2005 - 2006 member companies contributed £5 per employee. This produced 50% of the operating costs but left

no margin for introducing the initiatives that the companies wanted, especially since they wanted visible changes that would encourage them to continue with their membership.

#### **4.2 The second year – and the third?**

The last six months have been spent trying to create ways of funding the TMO for the year 2006 – 2007 without the help of NESTRANS who have intimated that they would like to extend the TMO concept to other areas of Aberdeen and Aberdeenshire. Representatives of existing member companies have agreed to go back to their management with an increased contribution of £7 and as yet (10<sup>th</sup> March) the TMO is not confident of its long term financial stability, i.e. post 2007.

#### **4.3 NESTRANS**

The transference of responsibility from NESTRANS to the North East Transportation Partnership in April this year has caused some concerns, although they have said that their grants under the ‘Sustainable Travel Grant Scheme’ will continue. It may be that the Dyce TMO has to work with companies to encourage them to finance individual projects under the guidance of the TMO.

### **5 THE COMPANY**

The decision was taken by the interested companies for the TMO to be registered as a company. This was taken in light of the stated desire, at some stage, to be self financing and to function as a company in its own right. This action meant that the TMO could negotiate contracts and had a certain kudos. However, a registered company, even one with limited liability i.e. £1 for each company who signed the Articles and Memorandum of Association, has to have at least three directors, whose function is to create policy and direction for the company. Many of the larger companies have the policy that no employee can hold a directorship in any company that is not part of the core business of the employing company. So, for example, representatives of BP, Halliburton and Schlumberger cannot hold directorships even though these are three of the larger financial contributors to the TMO. This creates an imbalance in policy making that has yet to be resolved.

### **7 AWARDS AND RECOGNITION**

Winner of the 2005 Vision in Business for the Environment of Scotland Award, Small Business Category for the North of Scotland and the Islands and shortlisted for the Scottish Transport Awards, Most Innovative Transport Project 2005.

### **8 THE FUTURE**

Currently the member companies are BP, Halliburton, Schlumberger, Aker Kvaerner, Drill-Quip, RBG Ltd, BAA and KBR. It is anticipated that more companies will become members in the next financial year as the reputation of Dyce TMO filters through the area. The company needs both their money and their backing to ensure that the fine aspirations of the business and local communities are realised.

**Disclaimer**

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