

**Cheltenham Borough Council**  
**Cabinet – Tuesday 11<sup>th</sup> October 2016**  
**Cheltenham Borough Council Travel Plan**

<b>Accountable member</b>	<b>Roger Whyborn – Cabinet Member Corporate Services</b>
<b>Accountable officer</b>	<b>Wilf Tomaney – Townscape Manager</b>
<b>Ward(s) affected</b>	<b>None</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>This report presents a Travel Plan for the Municipal Offices. It has been developed in discussion with the Joint Liaison Forum, which has agreed unanimously that it should come forward to this meeting for adoption. The Plan considers staff commuting and business travel, and the impact of visitor and commercial travel to the Municipal Offices. It summarises the findings of a staff travel survey undertaken in the winter of 2015-16 and uses its findings to inform strategic direction and a series of action points.</p> <p>It is intended to encourage modal shift in favour of sustainable and active travel and to reduce the need to travel associated with the Council's operations, in order to reduce environmental impacts and encourage healthy lifestyles.</p> <p>The survey, analysis and the drafting of the Travel Plan was funded through the County Council's Local Sustainable Travel Fund.</p>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li><b>1. To approve the Travel Plan at appendix 2 as a statement of strategic intent up to September 2019; and the Action Plan appended to it as a series of projects to be investigated and implemented where appropriate; and</b></li> <li><b>2. To delegate authority to the Managing Director Place and Economic Development, in consultation with the Cabinet Member Corporate Services and the Joint Liaison Forum, to deliver the strategy and consider additional actions in support of the strategy where appropriate.</b></li> </ol>

<b>Financial implications</b>	<p>The action plan indicates a significant number of actions that could be funded from the Staff Parking Levy – the current reserve stands at c. £33k and there is an estimated additional contribution to the reserve of around £2.5k per annum. Consideration of the affordability of initiatives will be required to prioritise the use of reserve funds. Any initiatives resulting in additional annual costs will need budgetary provision approved prior to proceeding to implementation.</p> <p><b>Contact officer: Nina Philippidis,  nina.philippidis@cheltenham.gov.uk, 01242 264121</b></p>
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<b>Legal implications</b>	<p>Travel Plans are adopted National and Local Planning policy to reduce car dependency, carbon emissions and congestion. The Council has adopted Supplementary Planning Guidance which sets thresholds for developments which would require a travel plan and the Municipal Offices are the type of land use which would require submission of a Travel Plan under the council's policy.</p> <p><b>Contact officer: Lorna McShane, Lorna.McShane@teWKesbury.gov.uk, 01684 272003</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>As outlined in the Plan.</p> <p><b>Contact officer: Julie McCarthy, Julie.mccarthy@cheltenham.gov.uk, 01242 264355</b></p>
<b>Key risks</b>	<p><b>There are environmental and reputational risks associated with failure to deliver the Plan including:</b></p> <ul style="list-style-type: none"> <li>• <b>a diminution of the Council's ability to deliver on its on Corporate environmental objectives and</b></li> <li>• <b>a detrimental impact on the Council's reputation if it does not introduce the travel plan but requires others to have one through, for example, its planning decisions.</b></li> </ul>
<b>Corporate and community plan Implications</b>	<p>The Travel Plan contributes to the following Corporate Outcomes:</p> <ul style="list-style-type: none"> <li>• Cheltenham's environmental quality and heritage is protected, maintained and enhanced</li> <li>• People live in strong, safe and healthy communities</li> <li>• Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents</li> </ul>
<b>Environmental and climate change implications</b>	<p>Encouraging a shift towards more sustainable and active modes of travel and providing mechanisms to reduce the need to travel all make a positive contribution to reducing CO<sub>2</sub> emissions and air pollution. This delivers benefits for the local environment and also mitigates against the wider issue of climate change.</p>
<b>Property/Asset Implications</b>	<p>The implementation of the travel plan could impact on the accommodation strategy and will need to be taken into consideration if an alternative other than Delta Place is to be considered.</p> <p><b>Contact officer: David Roberts@cheltenham.gov.uk</b></p>

## **1. Background**

- 1.1 The Staff Parking Levy was introduced in 2011. It allowed staff commuting by car to use selected Council car parks for a monthly fee. Receipts above the agreed Council budgeted sum of £10,700 annually were placed in a Green Travel Reserve, the intention being to implement green travel initiatives which would benefit staff and help them to travel more sustainably.
- 1.2 The Reserve had a balance of £33,125 at March 2016.
- 1.3 A draft travel plan has been produced for the Municipal Offices in discussion with the recognised trade unions as part of the Joint Liaison Forum meetings. It covers staff commuting, business travel, trips by visitors and contractors.
- 1.4 Production of the Travel Plan has been funded by the County Council's Local Sustainable Transport Fund using a tranche specifically identified for corporate travel plans by businesses and organisations across the County. The value of the commission was £6,000 paid by the County Council directly to the consultants, Atkins.
- 1.5 The Plan is informed by a survey carried out in December 2015 and January 2016. The survey was completed by 166 staff – a 66% response rate. It focuses on the Municipal Offices.

## **2. Introduction**

- 2.1 The Travel Plan outlines a strategic approach to reducing travel associated with the Municipal Offices over a 3 year period, with an emphasis on encouraging sustainable and active travel (i.e. walking and cycling) where travel is necessary and on reducing the overall need to travel. Appended are a series of initiatives, in the form of an action plan, for investigation and, if appropriate, implementation.
- 2.2 The objective of the Travel Plan is to influence the amount of travel associated with the council's business and the mode of transport used in a manner which helps to:
  - reduce the amount of car and lorry traffic in the town centre
  - reduce levels of carbon emissions in the town centre
  - improve opportunities for our staff and visitors to have healthier lifestyles
  - make better use of town centre space through reduction in demand for road and parking space
  - make a positive contribution to bridging the gap
- 2.3 Initiatives vary in scale – with some quick, cheap wins and some longer-term projects. Funding for initiatives might come from a number of sources including the Green Travel Reserve, business as usual or as a product of other funded projects.
- 2.4 Cabinet is requested to approve the travel plan as a statement of strategic intent and approve the Action Plan as a series of projects to be investigated and, where feasible, implemented. Decisions on the Plan will be delegated to the Managing Director Place and Economic Development, in consultation with the Cabinet Member Corporate Services and the Joint Liaison Forum.

## **3. Reasons for recommendations**

- 3.1 About 250 staff (split between CBC and other partner Council organisations) work at the Municipal Offices and it also has about 250 visitors a day. Travel associated with the operation of the Council has an impact on the town's environment and the neighbourhoods around its various facilities. In a number of fields of operation the Council is attempting to address these impacts by encouraging others to travel more sustainably; its corporate objectives encourage environmental

prudence and healthy lifestyles. Through initiatives such as the Cheltenham Transport Plan and the Air Quality Action Plan, the Council is specifically encouraging more sustainable travel to help meet its objectives.

- 3.2 It is logical that the Council should seek to be an example to those it would seek to encourage by managing its own travel impacts and encouraging sustainable behaviour. The travel plan presented through this report suggests a number of ways in which this can be achieved.
- 3.3 The Travel Plan can be achieved through incorporating thinking around sustainable travel and travel minimisation into the Councils policies, procedures and projects – both existing and emerging.
- 3.4 The Travel Plan has been drafted to apply to the Municipal Offices, but may be adaptable to other offices. Other businesses and partners using the Municipal Offices site will also be encouraged to work within the Plan.

**4. Alternative options considered**

- 4.1 The Travel Plan and associated Action Plan identify a range of options to influence the level and mode of travel associated with the Council’s operation at the Municipal Offices. A range of initiatives have been considered. The list of initiatives is not exhaustive and others can be introduced to help achieve the objectives of the Plan.

**5. Consultation and feedback**

- 5.1 The Plan has been developed in discussion with the Joint Liaison Forum and has also been discussed at Senior Leadership Team.

**6. Performance management – monitoring and review**

- 6.1 The Travel Plan is designed to last for three years, when it will be reviewed.
- 6.2 Progress on the Actions will be reported annually to Cabinet, and on a regular basis to the Joint Liaison Forum.

<b>Report author</b>	<b>Contact officer: Wilf Tomaney, Townscape Manager, wilf.tomaney@cheltenham.gov.uk,  01242 264145</b>
<b>Appendices</b>	1. Risk Assessment  2. Draft Travel Plan
<b>Background information</b>	None

The risk				Original risk score (impact x likelihood)			Managing risk					
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register	
	If the council does not introduce the travel plan this will diminish its own contribution to its environmental corporate outcome	Townscape Manager	August 2016	3	3	3	Reduce	Adopt Travel Plan	October 2016	Townscape Manager		
	If the council does not introduce the travel plan but requires others to have one, e.g. through planning, this may have a detrimental impact on its reputation	Townscape Manager	August 2016	3	4	12	Reduce	Adopt Travel Plan	October 2016	Townscape Manager		

**Explanatory notes**

**Impact** – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

**Likelihood** – how likely is it that the risk will occur on a scale of 1-6  
(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

**Control** - Either: Reduce / Accept / Transfer to 3rd party / Close

## 1. Setting the scene

- 1.1. As a Council we recognise that our activities have an impact on our environment and our neighbours.
- 1.2. We know that the traffic currently using our roads is a major source of air quality problems and in order to address our increasingly congested town centre road network we need to encourage and enable alternative travel choices to the car.
- 1.3. Our main headquarters – the Municipal Offices – is located in the centre of the town, next to the inner ring road and our staff see on a daily basis the impact of traffic on the immediate environment.
- 1.4. The way we deliver our services and the way our staff and visitors travel to and from the offices has an impact on both the highway network and air quality. Through the development and implementation of this travel plan we can begin to address our impacts on the town and help meet our own objectives related to improving our environment, delivering effective services and encouraging healthy lifestyles.
- 1.5. For more information on the travel plan, contact Rhonda Tauman – Transport Projects Officer on 01242 26 4382.

## 2. What is a travel plan?

2.1. The Department of Transport defines a travel plan as

“... a long-term management strategy for an occupier or site that seeks to deliver sustainable transport objectives through positive Initiative and is articulated in a document that is regularly reviewed” (DfT 2009).

2.2. In preparing and implementing our travel plan we can take our lead from this definition:

- The travel plan is a long term initiative – a good fit with Cheltenham’s on-going corporate business development;
- The travel plan applies to either an occupier or a site – by applying the plan to the Council’s main Municipal Offices site we can consider initiatives which impact on all that use it – those that work in it, those that visit it and those that deliver to it; by considering the Council as a body occupying the site, we can consider initiatives which might impact on Council operations across all its locations.
- The travel plan is achieved through positive Initiative – we need a set of proactive initiatives and improvements
- The travel plan needs to be regularly reviewed – it will not stand still and is not a one-off document – there will be an annual monitoring report and a review of the plan at the end of its third year.

## 3. How can it contribute to our vision for Cheltenham?

3.1. Our long term corporate vision is for:

**“...a vibrant Cheltenham that delivers the very best quality of life for its people.”**

And we have identified that key elements to achieving this vision include:

- protecting and enhancing the built heritage and green spaces;
- building strong, safe and healthy communities;
- facilitating the provision of a wide range of sustainable travel options; and
- accepting our responsibility to present and future generations to live within environmentally sustainable limits

Our value for money agenda also requires a programme of initiatives to bridge the funding gap.

3.2. As part of our response to this we have:

- committed to influencing the Cheltenham Transport Plan, which will deliver improvements to traffic flow and public transport linkages within the town centre. Important parts of the plan are a shift to less environmentally damaging transport modes and a reduction in vehicle numbers, particularly those on journeys starting and finishing within a kilometre of the town centre.
- committed to progressing work around the promotion of walking and cycling as part of our healthy lifestyles agenda.

Our planning and air quality policies also contribute to achieving the vision.

3.3. Successful implementation of our Travel Plan can contribute to our corporate goals:

- Healthy lifestyles – by encouraging our staff and visitors to walk and cycle more
- Environmental improvement - by reducing the number of cars used in association with our business, which will have a consequential impact on air quality (and, again, health)
- Bridging the gap – by enabling flexible working arrangements and different travel modes for business travel we may be able to reduce budgetary demands.



## 4. What are our travel plan objectives?

4.1. Our headline objective for this Travel Plan is:

- **To influence the amount of travel associated with our business and the mode of transport used in a manner which helps to**
  - a. **reduce the amount of car and lorry traffic in the town centre**
  - b. **reduce levels of carbon emissions and vehicle air pollution in the town centre**
  - c. **improve opportunities for our staff and visitors to have healthier lifestyles**
  - d. **make better use of town centre space through reduction in demand for road and parking space**
  - e. **to make a positive contribution to bridging the gap.**

4.2. The objective will be achieved by concentrating on the following strategic aims:

- Aim A.** encouraging staff to use more sustainable travel modes in their commute and for business travel
- Aim B.** enabling working practices which minimise the need to travel
- Aim C.** maximising the opportunities which technology offers to reduce the need to travel in the delivery of our business
- Aim D.** offering opportunities for members of the public to either travel sustainably to our offices or access our services without the need to travel
- Aim E.** encouraging our suppliers to use more sustainable methods of delivery

## 5. What is the context for the travel plan?

### Cheltenham

- 5.1. Cheltenham is a town which should be capable of delivering on sustainable and active travel.
- It is comparatively compact
  - It has a street network which allows people to easily move around town
  - It has attractive streets which make walking and cycling pleasurable
  - It has a developing network of cycle and walking routes and facilities
  - It has a vibrant town centre with good public transport links
  - It is relatively flat over much of its area.
- 5.2. This is reflected in travel to work data for the town as a whole, which places it in the top 20 local authority areas for both walking (18% of journeys to work – 2011 Census) and cycling (7% of journeys to work).

### Municipal Offices

- 5.3. The Municipal Offices is the Council's headquarters building.
- 5.4. The offices are centrally located on The Promenade, one of the town's two main shopping streets with good transport links:
- It is within 3 minutes' walk of all the main bus hubs – with the main south bound hub directly opposite the office. Bus connectivity to the centre is improving through the Cheltenham Transport Plan and there is an anticipated reduction in journey times on many routes.
  - There is a network of off-road, lane-segregated and quiet-street cycle-routes which link the suburbs to the central area. Connectivity through the centre has recently been improved and there are reasonable links to the Municipal Offices, although there remains room for further improvement. There is secure, covered on-site cycle parking for about 30 cycles, with showers and changing facilities; pool bikes are available for business travel. There is limited on-site visitor cycle-parking, but the town centre is well provided with cycle parking immediately outside the Offices and nearby. Both the secure on-site parking and town centre parking are well-used.
  - The pedestrian network is well developed and the Offices are easily accessible from all parts of the town. Again, improvements are underway – with a new pedestrian wayfinding strategy being implemented in stages and pedestrian crossing improvements being introduced through the Cheltenham Transport Plan, which will ease pedestrian movement across the inner ring road.

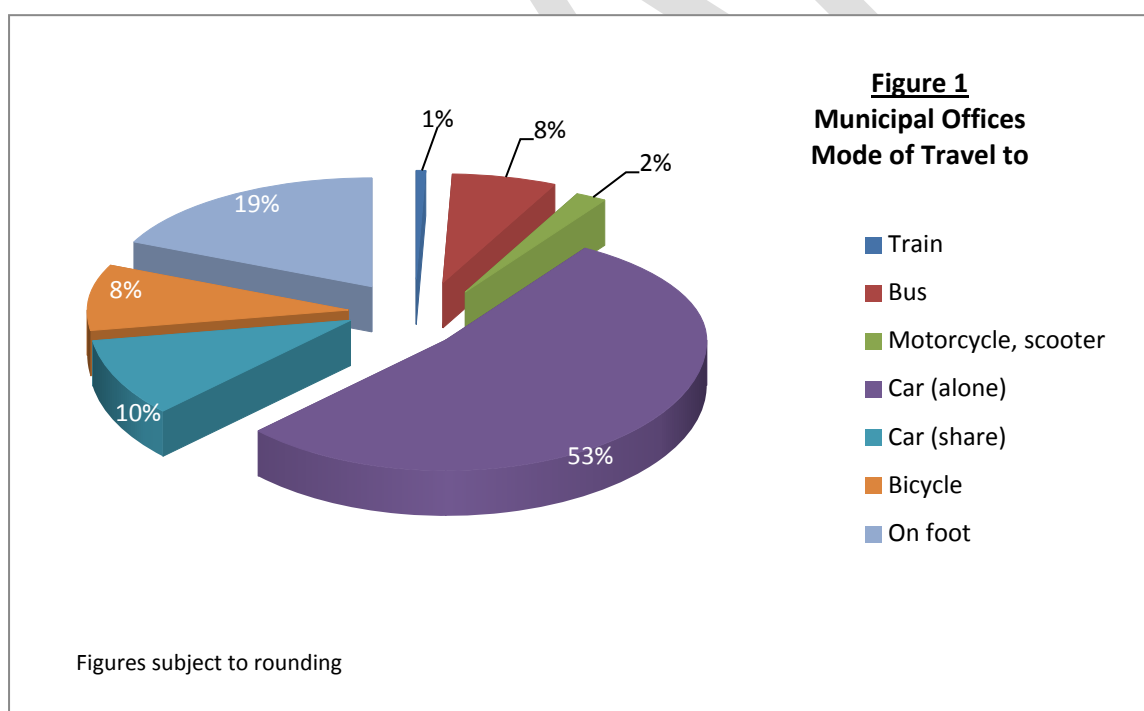
- The offices back on to the inner-ring road which has good connections to all strategic arterial town centre routes. There is ample short and medium stay parking around the site. Discounted all-day staff car parking is available in two town centre car parks, five and ten minutes' walk respectively from the offices. There is on-site parking for the disabled and Councillors.
- 5.5. The Municipal Offices is the base for about 250 employees from the Council and a number of partner organisations.
- 5.6. The Offices houses most of the Council's main functions and is its main reception point for the public. About 64,000 people visit the Municipal Offices every year (about 250 a day) to access the services provided by the Council and its partner organisations. Of these, about 1,400 are traders or contractors working on the offices or delivering goods and mail.
- 5.7. In order to understand better, travel to and from the offices, a survey of staff travel habits was undertaken in the winter of 2015/16 – this forms the basis of initiatives for the plan. It is evident from the number of staff and the number of visitors that journeys by each will be fairly equally split; this makes visitor travel equally important, though it is probably more difficult to influence. Further work to understand visitor travel habits needs to take place during year one of the Travel Plan.

## 6. How do staff currently travel to work?

- 6.1. In winter 2015/16 a survey of all Council staff and all people working in the Municipal Offices was undertaken to assess travel patterns and propensity to adapt to change. The survey was completed by 161 staff – a 66% response rate, considered a robust basis for the development of this travel plan. 145 indicated that they are based at the Municipal Offices; 116 of them CBC staff.
- 6.2. To start to influence staff work related travel behaviour, the survey asked for information about mode of travel, travel times and home address. The main findings are summarised below.

### Travel to work

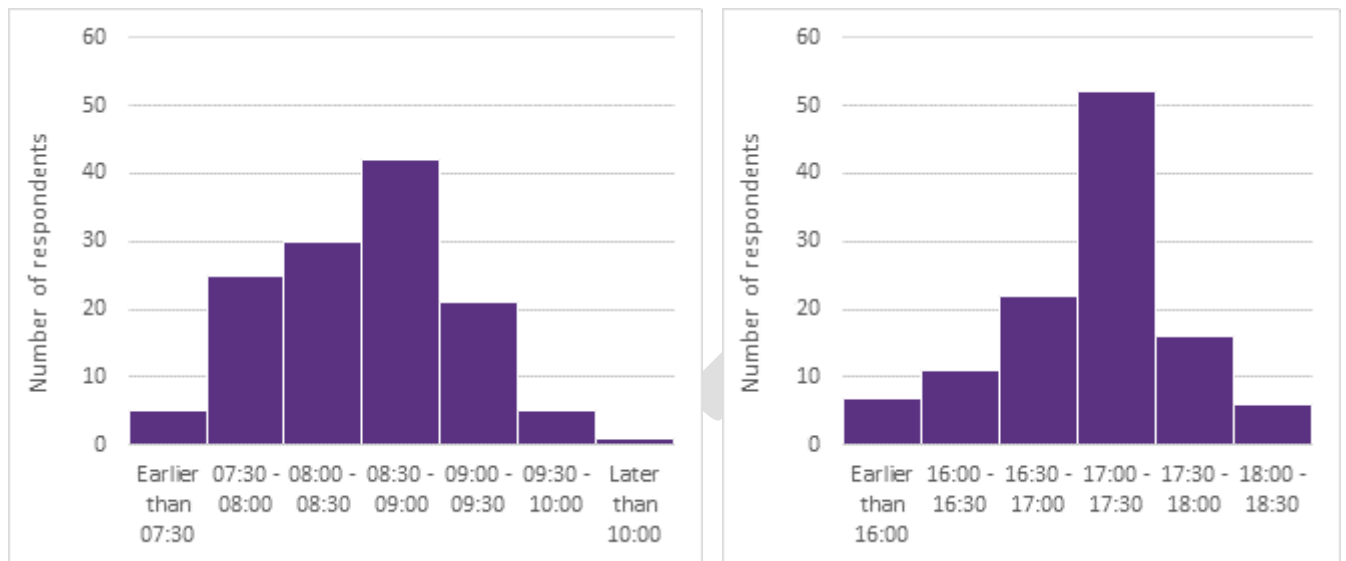
- 6.3. Travel to work by staff at the Municipal offices is detailed in Figure 1 – the details vary little from the census rates for the town as a whole. It shows that a little over half of staff travel alone in a car; 10% car-share. Journeys by bike (8%), on foot (19%) and by bus (8%) make up a significant proportion of the commute.



### Start and finish times

- 6.4. Staff arrival and departure times are shown in Figure 2. There are clusters of arrivals between 8:00 and 9:00 and leavers between 5:00 and 5:30. This may present an opportunity to

encourage some living close to each other to combine journeys, as buddies for walking, cycling or car-share.



**Figure 2 - Municipal Offices - Start and Finish**

#### Home address and travel mode

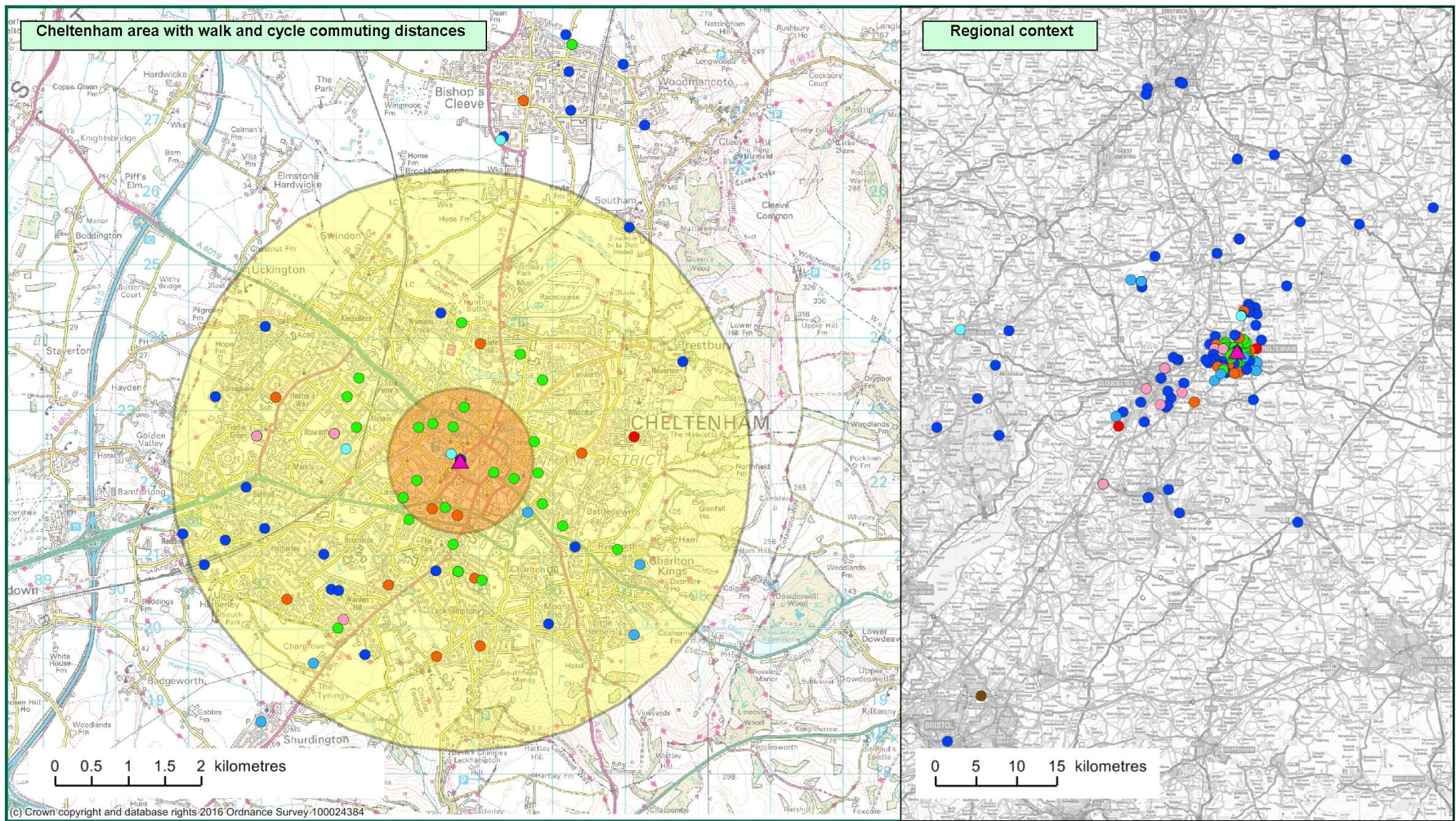
6.5. Figure 3 (next page) and the table below give information about where staff responding to the survey live and their usual mode of travel to work.

6.6. A

Distance	Number of Respondents	Percentage	Cumulative Percentage
Less than 0.5 miles	11	8.1%	8.1%
0.5 – 1.0 miles	13	9.6%	17.6%
1.0 – 1.5 miles	17	12.5%	30.1%
1.5 – 2.0 miles	19	14.0%	44.1%
More than 2 miles	76	55.9%	100%
Total	136	100%	

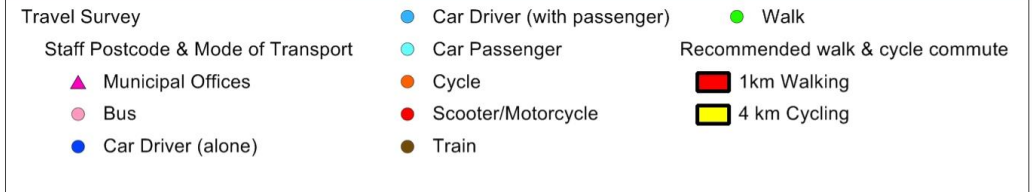
significant number living within the town walk to work whereas those who live beyond about 8 miles from the office usually travel by car. Most bus users live in Gloucester or Cheltenham’s suburbs. There are a number of car drivers living comparatively close to the Municipal Offices – and certainly within areas where those nearby have a tendency to walk – this reflects findings from the survey work carried out in connection with the Cheltenham Transport Plan, which identified that 14% of car journeys in the town centre started and finished within a 1km radius of Boots Corner; it was these journeys that the travel planning work sought to change. Additionally a number of car-users live in suburban areas where there are high frequency bus routes and a number of their nearby colleagues frequently use the bus.





**Figure 3**  
Staff home postcode & travel mode.  
January 2016 survey

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## 7. What are the opportunities to affect travel?

- 7.1. The Municipal Offices attract a significant number of journeys. Nevertheless, the Offices are located centrally within Cheltenham, a town with good sustainable transport links. Furthermore, the Council has policies on working patterns and practices which are a basis for enabling staff to undertake their work in a way which reduces the need to travel. Both these factors offer opportunities for reducing the impact of travel related to our business.

### Walking

- 7.2. The staff survey shows that 19% of staff walk to work – this reflects the 17% of Cheltenham’s population that travels to work on foot measured in the 2011 Census. Very few respondents to the survey, who do not currently walk, indicated that they could be encouraged to walk to work, the main reason being the distance was too far.
- 7.3. The Department for Transport refers to research (which is now 16 years old) indicating that a walking commute distance of 1km (0.6 miles) is considered acceptable – though the distance can be further if conditions (topography, street scene, individual fitness etc.) are right – para 5.1 above indicates that Cheltenham’s characteristics are favourable.
- 7.4. Whilst Figure 3 suggest that staff are “out-performing” the DfT cited research; the map shows that a number of staff members who live in Cheltenham and drive to work live in areas where others close-by walk as their preferred option. This would seem to indicate that there is likely to be room for “improvement” - some modal-shift in favour of walking.

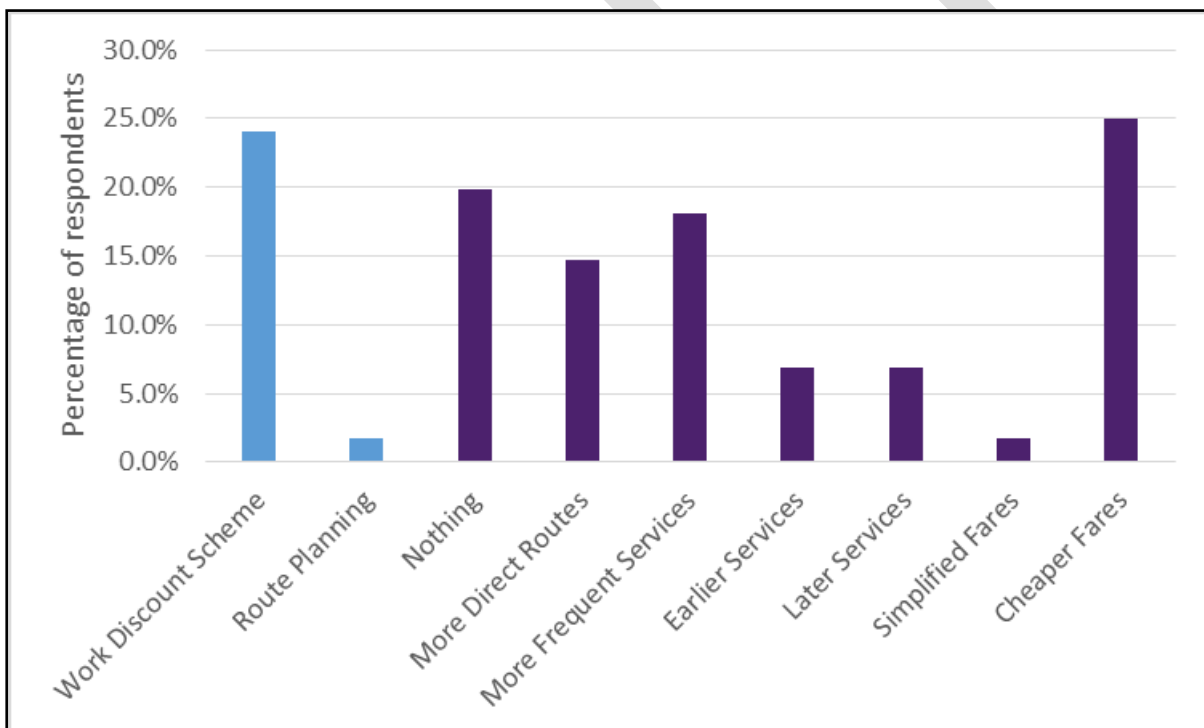
### Cycling

- 7.5. When asked in the staff survey, ‘which of the following would encourage you to cycle to work’, almost 63% answered ‘nothing’ citing the distance being too far, journey too long, or having other errands to run before/after work. However, about 80% were aware of the pool bikes, showers and changing facilities and 37% were aware of the on-site bicycle pump.
- 7.6. Nevertheless, there may be opportunities to encourage a shift in favour of cycling, as 20% answered that ‘improved cycling paths’ could encourage them to cycle, and 12% requested improved changing facilities at work. Anecdotal evidence suggests that one of the main difficulties in encouraging cycling is confidence. By building confidence and improving cycling opportunities it may be possible to encourage more cycling.
- 7.7. The DfT suggests that the average of 4km (2.4 miles) is an acceptable distance for cycling, although as with walking, this distance can be further in the right circumstances. This, together with the evidence in Figure 3, suggests that there should be opportunities for an increase in cycling to work, particularly for medium suburban journeys (1 – 2 miles).



## Public Transport

- 7.8. Respondents to the survey were asked what would encourage them to use public transport for their journey to work. Figure 5 shows that 25% of respondents would be encouraged by 'cheaper fares' and 24.1% by a 'work discount scheme' (in reality, a staff discount scheme would, in effect, offer a cheaper commuting fare). Other popular responses included 'more frequent services' and 'more direct routes/lines'.
- 7.9. This Travel Plan cannot address all the factors, but it could influence those shown in blue in Figure 4 (discount and route planning). In fact, Cheltenham has a very good high frequency bus service from residential areas to the centre, with many areas served by a 10-20 minute frequency throughout the day. This suggests that there are opportunities for greater bus travel if it is possible to make the price attractive and improve information.



**Figure 4 – Factors which might encourage staff bus travel**

## Car sharing

- 7.10. Over half of respondents indicated that they drive to work alone. The survey asked whether there were incentives which could encourage them to car share to work. About half of the 73 who answered said that help finding a suitable car share partner would encourage them; 18 considered that 'reserved car parking for car sharers' would help. This suggests that initiatives relating to car sharing might succeed in influencing behaviour.

## Car



- 7.11. Discounted car parking is currently available at Town Centre East and Chelt Walk Car Parks. The headline objective of the Travel Plan is to influence travel modes in order to help achieve a number of aims, including a reduction in town centre vehicular traffic and better use of road and parking space. It is clear that there will continue to be sizeable demand for travel by car and the Travel Plan needs to consider how it can best influence those who continue to choose car travel to contribute to the headline objective – encouraging sustainable travel options, rather than penalising others.
- 7.12. Whilst active travel choices can offer benefits across a higher range of the aims listed in the headline objective, a strategy of staff car parking which allows parking at a point where it minimises impact on town centre roads would have benefits in reducing town centre traffic and freeing town centre road and parking space.
- 7.13. The survey asked a question about what it called “park and stride” – i.e. allowing staff who drive to park in car parks away from the town centre and walk the remainder of their journey. There was some support for this; it may offer opportunities in terms of reduced congestion and health benefits to staff.

#### Sustainable Business Travel

- 7.14. Encouraging staff to travel to and from work in a more sustainable way also needs to extend into business travel options. Staff need to feel able to opt for a sustainable travel option - such as walk, bike, bus or train - when travelling on business, provided it is consistent with business needs.
- 7.15. Around the town, the confident cyclist will anecdotally make 80% of site visit journeys within 10 minutes of leaving the Municipal Offices – the time it takes many to reach their car. A journey to Shire Hall in Gloucester is likely to be as quick, “door-to-door”, by bus as by car. Some journeys may take a little longer and management regimes may need to be adjusted to make these options a more attractive proposition. Nevertheless, the success of the Plan will require some consideration of how we enable staff to travel for business.
- 7.16. The Council’s procurement policies pose questions about sustainability and its procurement strategy states that it will favour suppliers who can demonstrate that they have the ability to supply goods, works or services that have a clear environmental advantage. It is unclear how these impact on travel by those providing goods and services to the Council. The Plan offers an opportunity to review the effect of current policies and establish whether improvements can be made.

#### Reducing the Need to Travel

- 7.17. The Council already has facilities which reduce the need to travel for business – through the availability of video and telephone conferencing facilities. These options are probably not used as often as they might be; the Plan offers an opportunity to promote and explore the options more thoroughly.
- 7.18. Additionally, there are opportunities for flexible working arrangements e.g. home working or remote working from partner offices nearer to home. These are options which could ease the commute and reduce our carbon footprint; indeed, both are likely to be an important part of any solution to the accommodation strategy.
- 7.19. Reducing the need to travel offers a range of benefits:
- Economic – increased staff productivity, reduced travel and office costs, improved staff retention, reduced absenteeism
  - Environmental – reduced transport emissions; and
  - Social – improved quality of life and work/life balance
- 7.20. The Plan offers an opportunity to review current opportunities and how they are promoted or enabled.

## 8. How will we implement the plan?

### Objective and Strategic Aims

8.1. Section 4 establishes the objective of the Plan, which is

**To influence the amount of travel associated with our business and the mode of transport used in a manner which helps to:**

- a. **reduce the amount of car and lorry traffic in the town centre**
- b. **reduce levels of carbon emissions and vehicle air pollution in the town centre**
- c. **improve opportunities for our staff and visitors to have healthier lifestyles**
- d. **make better use of town centre space through reduction in demand for road and parking space**
- e. **to make a positive contribution to bridging the gap.**

8.2. It states that it will achieve this objective by concentrating on the following strategic aims:

**Aim A.** encouraging staff to use more sustainable travel modes in their commute and for business travel

**Aim B.** enabling working practices which minimise the need to travel

**Aim C.** encouraging our suppliers to use more sustainable methods of delivery

**Aim D.** maximising the opportunities which technology offers to reduce the need to travel in the delivery of our business

**Aim E.** offering opportunities for members of the public to either travel sustainably to our offices or accessing our services without the need to travel.

### Initiatives

8.3. The Travel Plan covers a three year period from October 2016 to September 2019. It will be implemented through a series of Initiatives which will be identified in an Initiative Matrix to be agreed each September and annexed to the Travel Plan.

8.4. The Initiatives will cover a number of topic areas, including:

- a. Communications and Marketing
- b. Walking
- c. Cycling
- d. Public Transport
- e. Car Share
- f. Car
- g. Reducing the Need to Travel

- h. Procurement
- i. Visitors
- j. Cross Cutting

8.5. It is intended that the Initiative Matrix will include quick-wins, in order to demonstrate swiftly our ability to influence travel, and Initiatives which will take longer to implement. The feasibility of the Initiatives has not been fully investigated in advance and each Initiative will represent a project in its own right. The initial stage of work relating to each Initiative will be an investigation of its feasibility; only where a project appears feasible will it move into development and implementation.

#### Targets & Monitoring

- 8.6. Our aim is to publish a monitoring report on an annual basis and review the Plan following year 3 so we have set targets to reflect this. In order to monitor the effectiveness of the Travel Plan, targets for staff travel to work are set out in Figure 5. Targets are based on the evidence of the staff survey and our objective for the Plan is to influence the amount of travel associated with our business and the mode of transport used in a manner which helps to achieve a range of environmental and health ambitions.
- 8.7. The targets are intended to affect the commute to work, as a basis for influencing travel patterns whilst at work. Further work needs to take place in order to establish targets for non-staff travel.
- 8.8. The targets are modest in their ambition, but realistic, and if achieved will establish a strong basis for the first Travel Plan review in 2019. They envisage modest growth in active travel modes. The targets are based on stable staff numbers, in order to enable easy comparison; however, staff numbers are not easily predictable over a three year period.
- 8.9. Monitoring will be based on an annual survey. Future surveys will attempt to build a more robust picture of travel to the Municipal Offices – for example an indication of how staff vary their mode of travel across the week; or travel patterns for visitors to the Offices.

Mode	Baseline		Year 1		Year 2		Year 3	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Car alone	53%	129	50%	121	47%	115	44%	108
Car share	10%	24	11%	26	11%	27	11%	28
Cycle	8%	20	9%	22	9%	23	10%	24
Walk	19%	46	19%	47	20%	49	20%	50
Scooter / Motorcycle	1%	3	1%	3	1%	3	1%	3
Public Transport	9%	22	10%	25	11%	27	13%	31
<b>Total</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>

Note: Survey results have been factored up to the total number of staff (taken as 244)

**Figure 5 – Annual travel plan targets – travel to work**

Figures subject to rounding

#### Potential Impact of Remote Working

- 8.10. The targets in Table 5 are based on an assumed shift in mode of travel to work. However, remote working is likely to have an increasing impact on the *need* for staff to travel to the Municipal Offices on each working day. The Council already facilitates remote working – either working from home (which involves no commuting mileage) or from a partner office (which may reduce mileage). There is no accurate figure for the number of staff currently working remotely or how many days are regularly delivered remotely. However, about 70 Borough Council staff currently have an ability to access IT facilities remotely. Furthermore, the Council is currently working on an accommodation strategy where remote working may be part of the accommodation solution and may further reduce the need to travel to a central office for some staff.
- 8.11. Figure 6 indicates the impact various levels of remote working might have on staff commuting in Year 3 of the Travel Plan – percentage reduction is applied to all modes.

Mode	Year 3		Year 3		Year 3		Year 3		Year 3	
	Baseline		5% staff work 1 day/week remotely		10% staff work 1 day/week remotely		15% staff work 1 day/week remotely		20% staff work 1 day/week remotely	
	%	No.	%	No.	%	No.	%	No.	%	No.
Car alone	44%	108	42%	103	40%	97	38%	92	35%	86
Car share	11%	28	11%	27	10%	25	10%	24	9%	22
Cycle	10%	24	9%	23	9%	22	8%	20	8%	19
Walk	20%	50	19%	48	18%	45	17%	43	16%	40
Scooter / Motorcycle	1%	3	1%	3	1%	3	1%	3	1%	2
Public Transport	13%	31	12%	29	11%	28	11%	26	10%	25
Remote Working	0%	0	5%	12	10%	24	15%	37	20%	49
<b>Total</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>	<b>100%</b>	<b>244</b>

Note: Survey results have been factored up to the total number of staff (taken as 244)

**Figure 6 –Year 3 target, notionally adjusted for remote working**

Figures subject to rounding

#### Funding

- 8.12. The impetus for this Plan was the establishment of a fund raised from a levy on staff parking. The aim of that fund was to provide a budgetary source for staff green travel initiatives. At August 2016, the funds amounted to about £33,000 held in Council reserves.
- 8.13. However, this Plan establishes that travel associated with the Council arises not only from commuting by staff, but from travel by those using the Council’s services, those doing business with the Council and business related trips generated directly by the staff going about their normal daily business.
- 8.14. Funding for Initiatives arising from this Plan is likely to reflect this range of travel “generators” and will, itself, come from a variety of sources, including:
- **from the Council’s base budget**, where delivery is substantially related to the Council’s business as usual – for example changes to the web-site;
  - **from the staff parking levy**, where projects specifically arise from this Plan – for example discounted staff travel ;
  - **from Council project budgets**, where an Initiative is entirely or substantially aligned with the delivery of that project – for example remote working through the accommodation strategy;
  - **from external funding**, from Government or charitable sources where opportunities arise – for example the Government’s Local Sustainable Transport Fund (LSTF) which provided the funding for this Plan;

- **from a mix of funding sources**, where a match or top up is needed – for example the staff electric vehicle charging points in Town Centre East Car Park where 80% was funded by the LSTF; the remainder by the staff parking levy.

Governance

- 8.15. The Travel Plan and its Initiative Matrix is the responsibility of the Cabinet Member Corporate Services. It is adopted by Cabinet.
- 8.16. Because the impetus for the Plan came from the establishment of the staff parking levy, production has been overseen by the Joint Liaison Form (JLF), which brings together unions and management. The Travel Plan and Initiative Matrix moves forward for Cabinet approval on the recommendation of the JLF.
- 8.17. Progress on the Plan will be reported half-yearly to JLF and annually (through a monitoring report) to Cabinet. A full review of the Travel Plan will be undertaken in 2019.
- 8.18. The Travel Plan and Initiative Matrix is produced by the Green Travel Plan Working Group, established by the JLF. The Working Group consists of:

<b>Representative</b>	<b>Group Member (August 2016)</b>
Union representative, JLF	Gareth Jones
Human Resources Business Partner West, GOSS	Carmel Togher
Client Officer, Business Change Team, CBC	Gill Morris
Transport Projects Officer Townscape Team, CBC	Rhonda Tauman
Townscape Manager, Townscape Team, CBC	Wilf Tomaney

Implementation of the Plan is led by the Transport Project Officer.

The Initiatives set out below identify the broad scope of the various initiatives envisaged.

Each will need investigation to establish their feasibility; each will have its own implementation and monitoring plan. The “Complete” date is an indication of the anticipated date for the Initiative to be operational, assuming it is feasible and deliverable. Operation from that point will generally be on-going until a review suggests that it ceases, although some Initiatives may be “one-off”

The Initiatives listed are not exclusive; other Initiatives not yet envisaged can be brought in to effect where they benefit the Plan’s objective.

Ref	Initiative	Responsibility	Strategic Aim	Cost & Budget Source	Complete
<b>1</b>	<b>Communication and Marketing</b>				
1a	Provide travel information to all staff and as part of the staff induction process	HR	Aim A - Staff commuting and business travel	Low Staff time - Business as usual	Year 1
1b	Ensure ‘how to get here’ webpage is up-to-date - walking, cycling & public transport information; copy of travel plan	Townscape Communications	Aim E - Visitors	Low Staff time - Business as usual	Year 1
1c	Establish travel plan intranet page – to include regular updates and copy of the plan	Townscape Communications	Aim A - Staff commuting and business travel	Low Staff time - Business as usual	Year 1
1d	Hold a travel plan launch event	Townscape	Aim A - Staff commuting and business travel	Low Staff Parking Levy	Year 1
1e	Participate in travel awareness days/weeks	Townscape	Aim A - Staff commuting and business travel Aim E - Visitors	Low Staff Parking Levy	Year 1
<b>2</b>	<b>Walking</b>				
2a	Make available pedometers and personal alarms	Townscape	Aim A - Staff commuting and business travel	Low Staff Parking Levy	Year 1
2b	Establish buddy system	Townscape	Aim A - Staff commuting	Low Staff time - Business as usual	Year 2



Ref	Initiative	Responsibility	Strategic Aim	Cost & Budget Source	Complete
<b>3</b>	<b>Cycling</b>				
3a	Establish 6 monthly maintenance of pool bikes	Townscape	Aim A - Staff business travel	Medium Staff Parking Levy	Year 1
3b	Provide cycling lessons for staff	Townscape	Aim A - Staff commuting and business travel	Medium Staff Parking Levy	Year 1
3c	Relaunch cycle mileage scheme	HR	Aim A - Staff business travel	Medium Service level Operational Travel Budget	Year 1
3d	Investigate cycle loan scheme	HR	Aim A - Staff commuting and business travel	Medium (though recoverable) Staff Parking Levy	Year 2
3e	Establish 3 year rolling replacement of pool bikes	Townscape	Aim A - Staff business travel	Medium Staff Parking Levy	Year 3
<b>4</b>	<b>Public Transport</b>				
4a	Investigate corporate season tickets or discount travel schemes between Municipal Offices and regular meeting locations (bus - Shire Hall, Tewkesbury etc.; rail – London, Birmingham, Bristol)	Townscape	Aim A - Staff business travel	Medium Base Operational Budget	Year 2
4b	Investigate opportunity for discount bus tickets to staff via BID	Townscape	Aim A - Staff commuting and business travel	Low Staff time - Business as usual	Year 1
4c	Investigate loans for season tickets on bus/rail travel for staff	Townscape HR	Aim A - Staff commuting and business travel	Medium (though recoverable) Staff Parking Levy	Year 3
<b>5</b>	<b>Car Share</b>				
5a	Investigate incentives to encourage car sharers	Townscape	Aim A – Staff commuting	Low Budget to be determined	Year 1
5b	Relaunch Car Share website	Townscape (Transport)	Aim A – Staff commuting	Low Staff Parking Levy	Year 2

Ref	Initiative	Responsibility	Strategic Aim	Cost & Budget Source	Complete
6	Car				
6a	Broaden range of car parks available for staff parking to <ul style="list-style-type: none"> <li>• reduce demand focus on two car parks;</li> <li>• enable car parks on route to work, to minimise cross-town travel &amp; reduce congestion</li> <li>• encourage “park &amp; stride”</li> </ul>	Public Protection	Aim A – Staff commuting	Low Staff car park payment scheme	Year 2
6b	Explore feasibility of a pool car (electric car to be explored first as preferred option)	Townscape (Transport)	Aim A – Business travel	High Budget to be agreed	Year 4
7	Reducing the need to travel				
7a	Promote availability of video conferencing facilities	ICT	Aim B – Reduce the need to travel Aim D - Technology	Low Staff time – Business as usual	Year 1
7b	Promote home working	HR ICT	Aim B – Reduce the need to travel	Low (saving?) Staff time – Business as usual	Year 1
7c	Promote compressed days and extended hours	HR	Aim B – Reduce the need to travel	Low (saving?) Staff time – Business as usual	Year 1
7d	Explore potential for staff to work some of the time at an office local to them, e.g. staff in the Forest work at Coleford	HR ICT	Aim B – Reduce the need to travel	Cost unknown Budget to be agreed	Year 2
8	Cross-cutting initiatives				
8a	Establish working group to include Union representation, to oversee implementation and review off travel plan; and report back to joint liaison forum	Townscape	All	Low Staff time – Business as usual	Year 1
8b	Instigate annual staff travel survey for monitoring purposes	Townscape	All	Low Staff time – business as usual	Year 1

Ref	Initiative	Responsibility	Strategic Aim	Cost & Budget Source	Complete
8c	Explore opportunities to guarantee a taxi home in emergencies and establish protocol for appropriate circumstances	HR	Aim A – Staff commuting	Low Staff Parking Levy	Year 2
8d	Consider how procurement can further promote sustainable delivery	GOSS Procurement	– Aim C – Suppliers	Medium	Year 3

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