



Green Travel Plan (2014-2030)

(Updated July 2017)

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Subject/Title	Green Travel Plan (2014 – 2030)
Background Papers	Strategic Planning Framework – Revised May 2014
Purpose of Paper	Provide an agreed green travel plan.
Action/Decision Required	Acknowledgement of the travel plan and the actions required to achieve a modal shift.
Link to: ➤ NHS Strategies and Policy	Health technical memorandum 07-03 Transport management and car parking (Environment and sustainability) NHS Sustainability development management plans (SDMP)
Link to: ➤ Trust’s Strategic Direction ➤ Corporate Objectives	2017/18 corporate objective No.8. To play our part in the local health care economy and community Annual objectives No. 8.2 Promoting The Christie as a good local neighbour <ul style="list-style-type: none"> • Implement Green Travel Plan • Regularly engage local residents regarding the Trust’s plans
Resource Impact	Budget Staff resources
Risk Rating	
You are reminded not to use acronyms or abbreviations wherever possible. However, if they appear in the attached paper, please list them in the adjacent box.	Strategic Planning Framework – SPF Manchester City Council – MCC Transport for Greater Manchester – TfGM Green travel plan (GTP)

1. Executive summary

This Green Travel Plan (GTP) was been produced to support the Strategic Planning Framework (SPF) for The Christie main Withington site. It has been reviewed and updated to incorporate new robust and ambitious actions. The Trust as an organisation is committed to sustainable development and has developed this GTP with the aim to reduce the number of single occupancy vehicles travelling to the site.

Current data that indicates 43.23% of staff members commute via sustainable travel. This is from a baseline of 34.7% in 2013 and so constitutes an 8.53% swing towards sustainable travel.

Key support mechanisms in place include:

- **Development and staff engagement:** Travel plan co-ordinator, Sustainable Travel and Car Park Group.
- **Public engagement:** Neighbourhood forum and neighbourhood news
- **Internal Monitoring:** Staff survey and postcode analysis
- **External monitoring:** S106 annual modal shift report and quarterly progress reports to Manchester City Council,
- **Communication:** communication and marketing strategy and promotional events (e.g. annual health and wellbeing day).
- **Walking:** Route planning
- **Cycling:** Bike to work scheme and route planning, cycling infrastructures (i.e. compounds, showers, lockers, drying facilities)
- **Public transport:** Discounted tickets and interest free loans for season tickets.
- **Car share:** Discounted permits to car sharers and priority parking.

The modal shift target is to aim high and ultimately reach a desired 60% of staff using sustainable travel by 2030.

Mode	Modal split 2013 (%) - Baseline	Modal split 2016 (%) [Current figure]	Modal split 2019 target (%) [Short term]	Modal split 2024 target (%) [Medium term]	Modal split 2030 target (%) [Long term]
Sustainable travel	34.7	43.23	48	52	60

Key actions to maintain momentum and build upon the achievements of the GTP to achieve the target modal shift include:

- Additional finance
- Procedural improvements
- Improved monitoring procedures
- Robust communication and marketing strategy
- Walking programme
- Cycling strategy
- Public transport strategy
- Public transport concessions
- Sustainable car use
- Park and ride strategy
- Off Site Alternative

2. Introduction and purpose

This green travel plan (GTP) was prepared in partnership between The Christie NHS Foundation Trust (the Trust) and Manchester City Council (MCC).

The Christie is a dynamic facility that constantly needs to respond to the latest advances in research and treatment, often with new development. In June 2014 the Christie NHS Foundation Trust Strategic Planning Framework (SPF) was endorsed by Manchester City Council (MCC) Executive Committee. The SPF for The Christie was prepared in consultation with MCC. The SPF provides an agreed framework for the on-going development of the Withington site over 15 years and is to be used as a reference document for all future planning applications made by the Trust.

Within a surrounding residential context, future developments need to be appropriately planned in order to mitigate potential transport and parking impacts. The GTP was developed to aim to reduce the number of staff travelling to the Withington site by single occupancy vehicle. Sustainable travel resources throughout the previous GTP (2012) were considerably enhanced in the development of the GTP (2014-2030). The aim of this GTP is to achieve an ambitious modal shift target of 60% of staff using sustainable travel by 2030.

To support this aim, a comprehensive action plan with firm deadlines was developed to support the modal shift. The actions are subject to quarterly reviews by MCC to monitor that progress is being made and that the Trust is demonstrating commitment to the aim. Furthermore, an annual modal shift report submitted in April each year is required to detail progress made each year and outline the plan for the coming year to achieve the target modal shift. The progress reports are made publically available on the Christie Neighbourhood forum pages.

The trust recognised the importance of sustainable travel and began developing new infrastructure and services such as shower facilities and a park and ride service with the expectation that they would have a positive effect moving forward. These actions and their progress are supported by MCC through the monitor progress. Appendix 1 details the support mechanism in place that formed the baseline for the Trust when the GTP (2014-2030) was devised. A full summary of all achievements, including those of the GTP (2014-2030) can be found in appendix 2. The outcome of the sustainable travel initiatives, and resources developed, has resulted in a modal shift of 34.7% to 43.23% of staff using sustainable travel.

In April 2017 the Trust submitted the GTP (2014-2030) to Transport for Greater Manchester (TfGM) for consideration under their accreditation scheme which celebrates businesses which have championed sustainable travel. The Trust was awarded the top accreditation based upon the length of time it has been taking action and how comprehensive the travel plan continues to be.

The accreditation is an endorsement that the Trust is:

- Demonstrating energy and commitment in helping to reduce congestion
- Improving air quality
- Enhancing staff health
- Sharing best practice with the wider business community
- Participating in sustainable travel workshops and steering groups
- A regional leader in reducing its impact on the environment

The purpose of this document is to update the GTP (2014-2030) with a new 38 point action plan (see appendix A) with firm deadlines for implementation. Progress on these actions will continue to be subject to quarterly reviews with Manchester City Council (see appendix B) and public engagement through the Christie Neighbourhood Forum.

The actions within the GTP (2014-2030) cover the following areas:

- Finance
- Procedural
- Communication and marketing
- Walking initiatives
- Cycling initiatives
- Public transport initiatives
- Sustainable car use
- Offsite alternatives

3. Baseline

The baseline survey in 2013 indicated 34.7% of staff members commuted via sustainable travel. Current data indicates 43.23% of staff members commute via sustainable travel. From a baseline of 34.7% in 2013 this constitutes an 8.53% swing towards sustainable travel.

3.1 Baseline support mechanisms

The following table details the key milestones of the GTP (2014-2030) that will form a foundation for the GTP going forward. In order to maintain momentum to achieve the targets set out within this GTP, these milestones will be built upon. A more detailed summary can be found in appendix 2 which for context includes a summary of initiatives in place when this travel plan commenced.

Year	Key milestones
2014	SPF approved with new GTP target of 60% by 2030
	£245k set aside for new shower / changing facilities
	GTP communication and marketing strategy developed and in place.
	Personal travel planning available to all staff for the foreseeable future through Transport for Greater Manchester.
	Business case baseline assessments reviewed and amended to include sustainable travel elements.
2015	Free Park and ride pilot commences operation from Broughton Park F.C., Hough End
	6 new showers and a drying room completed and opened
	MCRC new cycling facilities opened: 20 space compound, 6 showers, drying facilities and 180 lockers
	Local parking restrictions came into force (S106 agreement as part of the application 097417/FO/2011/S1 for the development of the MCRC).

2016	Sustainable travel target for 2015 (40%) exceeded at 43.74%.
	Business case approved to build cycle hub one directly linked to Wilmslow cycleway.
	Parking eligibility review process commences on waiting list.
	Park and ride service opens at Christie Fields, operating Monday – Friday between 06:00-22:00 (planning application 110657/FO/2015/S1).
	Electric car charge point installed in the staff car park. Free of charge for staff
	First phase of cycle hub one opens – 40 space compound.
	Cycle hub one shower and changing complex opens - includes 5 showers and 38 lockers.
	Additional shower and 22 lockers added to Cycle Hub 2 shower complex. Total at cycle hub 2 now stands at 7 showers and 28 lockers.
2017	The Trust awarded Transport for Greater Manchester Gold standard Travel choices accreditation to celebrate the success of organisations that are considered regional leaders in sustainable travel.
	Six members of staff receive Transport for Greater Manchester Travel Champion training.
	Monthly free bicycle maintenance sessions.
	Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
	2017/2018 £100K sustainable travel fund has been approved for a major marketing exercise that is dynamic, positive and assertive. Funding will also be used for sustainable travel schemes and infrastructure.

4. Modal shift targets

The modal shift target is to aim high with the following targets for staff using sustainable travel:

- **Short term (2019)** - 48%
- **Medium term (2024)** – 52%
- **Long term (2030)** – 60%

Appendix 3 provides a step by step break down of the modal shift and details where the Trust aims to be each year with example initiative both internal and external that will support these targets.

5. Green travel plan action plan

Finance: Ensure additional funding is available to deliver on the aims of the Christie green travel plan.				
Action N^o	Action	Action in detail	Desired outcome	Timescale
01	Agree additional sustainable fund for 2017/2018	Ring fencing of £100K to provide additional support for funding green travel initiatives.	Provide the financial support for travel plan aim	Completed
02	Transport for Greater Manchester sustainable travel grant	Complete an application for a £10k to support the travel plan	Provide funding for a the extension of the MCRC cycle compound	Dec-17

Monitoring: Ensure the monitoring system is robust and rigorous enough to monitor progress in detailed and transparent way.				
Action N^o	Action	Action in detail	Desired outcome	Timescale
	Capital, workforce and planning group committee	Six monthly update to be provided to the committee comprised of Trust directors and division leads	Trust directors and division leads monitor progress and agree actions to support sustainable travel.	On-going
03	The Christie Sustainable Development committee re-launched	The sustainable development committee which monitors and manages the sustainability of the site across several areas including travel will be re-launched.	Sustainability leads able to monitor and review progress each quarter on the travel plan.	Sep-17
04	Monthly internal progress reports	Monthly reports to be submitted to senior divisional managers	Monitor the day to day progress of the travel plan initiatives.	Sep-17
05	Review annual staff survey process	Review potential changes to the annual staff survey to increase the response rate.	Increased proportion of staff responding to the survey	April-18
06	New starters survey	Survey new starters-investigate the number of staff members that have taken advantage of sustainable travel offers.	Understanding of take up trends to help shape the marketing at induction	April-18
07	Accessibility analysis to be conducted (Every two years)	Conduct an accessibility analysis of the entire workforce on	Transport plan to be adapted in line with	On-going

		Christie Wilmslow Road site.	accessibility.	
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Procedural: Ensure that travel and car parking procedures support the objectives of the sustainable travel plan.				
Action N^o	Action	Action in detail	Desired outcome	Timescale
08	Eligibility testing to include emissions check	Management of staff car parking policy to be updated to include criteria covering vehicle emissions	Support the use of vehicles with lower emissions	Jan-18
09	Review parking fees	Review parking fees as a possible control to discourage single occupancy vehicles	Reduce the number of single occupancy vehicles	April-18
10	Provide support for occasional car users	Review potentially giving support to staff that could use sustainable modes if they were allowed to use their car on certain days.	Flexibility may allow use of sustainable travel on days when staff do not require their car.	Dec-17

Communication and marketing: Ensure that communication and marketing of the green travel plan is wide reaching and dynamic.

Action NO	Action	Action in detail	Desired outcome	Timescale
11	Develop a new dynamic communication and marketing strategy in conjunction with Transport for Greater Manchester	<p>In order to support the ambitious green travel plan it is necessary to have an equally striving communication and marketing campaign. This will require the development of an updated communication and marketing strategy that is both wide reaching and robust.</p> <p>This strategy is to be developed in conjunction with Transport for Greater Manchester marketing team to follow best practice and capitalise on their expertise in promoting sustainable travel.</p>	Promote green travel options to staff in a dynamic, positive and assertive way.	Dec-17

Walking: Encourage staff to get involved in walking as a recreational activity with the aim of encouraging them to use it as part of their commute – e.g. walk and bus.

Action NO	Action	Action in detail	Desired outcome	Timescale
	Walking for health – ‘every step counts’ walking programme	Partnership between TfGM, the national charity Walking for health and the Christie. The aim of the partnership will be to deliver a 12 week programme of short walks.	A walking toolkit to give guidance on how to carry out walks with employees	Oct-17
12	Walking leads	Walking leads will be trained up with full Ramblers accreditation	Walking leads to champion long term walking program	Oct-17
13	Develop a walking routes map	Map of recommended walking routes will be developed including directions to local amenities. An electronic version of the map will be available to the public.	Encourage staff to see the area as a community with history. Motivate staff into making walking part of their daily commute.	TBA upon completion of the walking programme
14	Public launch of the walking routes map	A public launch of the walking routes map. This will include representatives from the Christie, TfGM and local residents.	Raise awareness of the new resource	TBA upon completion of the walking map
15	Attend networking and shared learning events on walking	Collaboration with other organisations to help walking developments in the future	Improvements to walking toolkit through shared best practice	TBA upon completion of the walking programme

Action NO	Action	Action in detail	Desired outcome	Timescale
16	Pedestrian access assessments	Identify whether footpaths around the site are safe, secure, well lit, maintained and free from obstructions	Provide safe access for pedestrians	Annually

Cycling: Further incentives for cycling and improvements to infrastructure				
Action N^o	Action	Action in detail	Desired outcome	Timescale
17	Develop a robust and ambitious cycling strategy	Detailed analysis of staff postcode data to establish an ambitious cycling modal target. This will include a complete review of cycling provisions (i.e. parking, showers, lockers, changing rooms and clothes drying facilities) and how these can be developed going forward.	Framework to encourage cycling to work through the provisions of an strategically developed infrastructure	Jan-17
18	Delivery of cycling strategy	See Action 17 and apply recommendations via business cases	Staff encouraged and supported to cycle to work through the provisions of an strategically developed infrastructure	TBA upon completion of Action
19	Launch pool bicycle scheme	Pool bicycles to be made available for staff.	Allow staff to trial cycling to commute to work and support the use of cycles as a part of business travel	March-18
20	Monthly free bicycle servicing	Contractor hired to conduct servicing of staff bicycles for free.	Support staff who cycle to work.	On-going

21	Monthly cyclist breakfast offer	One day a month staff that cycle to work will be given a voucher for a free drink and cereal bar	Reward staff that cycle to work	On-going
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Action N^o	Action	Action in detail	Desired outcome	Timescale
22	Free basic bicycle maintenance training	Through TfGM offer staff free bicycle maintenance training	Help maintain and grow cyclist numbers	On-going
23	Expansion of MCRC cycle compound	Provide additional secure cycle storage onsite	Increase number of staff cycling to site	Dec-17

Public transport: Continue to work with external partners to increase the number of staff using public transport				
Action N°	Action	Action in detail	Desired outcome	Timescale
24	Develop a robust and ambitious public transport strategy	Detailed analysis of staff postcode data to establish an ambitious public transport modal target. This will include a complete review of corporate offers and the associated processes. In addition detailing how the Trust will work with service providers and TfGM to deliver the strategy.	Framework to understand how staff can be encouraged and supported in the use of public transport	April-18
25	Delivery of public transport strategy	See Action 24 and apply recommendations via business cases and engagement with staff and external partners.	Staff encouraged and supported to use public transport	TBA upon completion of Action
26	Monthly stall to promote public transport	Promotion of corporate offers and public transport networks	Raise awareness of public transport corporate offers	Ongoing
27	Investigate potential online renewals of public transport tickets	Due to the advent of SMART ticketing investigate if offers can be made more accessible through an online application process.	Increase the number of staff using the public transport offers	April-18

Action NO	Action	Action in detail	Desired outcome	Timescale
28	Signage (Public transport Wayfinder)	A further internal and external review of all signage and information points to direct staff and visitors to public transport	Staff and visitors are geographically made aware of public transport links.	April-19

Sustainable car use: Manage essential car users in a sustainable way				
Action N°	Action	Action in detail	Desired outcome	Timescale
29	Increase motorcycle parking	Review motorbike parking facilities on the site to support potential motor cyclists	Less cars and lower carbon footprint	April-19
30	Review internal car share database	Conduct annual review and maintenance of the car share internal database	Ease of use for finding a car share partner	On-going
31	Increase designated car share spaces	Currently there are 49 front of house car sharer spaces. Review increasing numbers as and when only 2 spaces remain.	Car share spaces filled with a minimum of 2 available to encourage more sharers.	On-going
32	Electrical cars	Provide additional onsite recharge points for electrical vehicles	Improved local air quality	TBA
33	Electric vehicles incentive	Reduced parking fees for use of electric vehicles	Improved local air quality	April-18
34	Review potential for car club membership	Analysis of business travel data to assess potential benefits of car club membership	Pilot car club scheme developed	April-18

35	Pilot car club scheme	Undertake a pilot car club scheme	Trial with the potential of full membership	TBA
Action N^o	Action	Action in detail	Desired outcome	Timescale
36	Car club membership	Sign up to a car club membership to replace staff using their own cars	Reduce number of essential motorists	TBA upon completion of Action
37	Reduce car use for business travel	<ul style="list-style-type: none"> • Increased marketing of video conferencing to reduce the need to travel for meetings • Pool bikes. • Public transport • Car club membership. 	Reduce the need for cars to be brought to site and lower the CO2 emissions for business travel miles.	On-going
38	Park and Ride (including Walk and ride)	Develop a park and ride strategy	Reduce number of vehicles travelling to main site	April-18

Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
39	Off Site Alternatives	Satellite offices	Review possible use of satellite offices for some non-clinical services	Situate satellite offices in a location that involves a lower carbon footprint produced through commuting	To be agreed with capital team as and when developments occur

Baseline support mechanisms

The following table details the support mechanism in place that formed the baseline for the Trust when the GTP (2014-2030) was devised.

Area	Mechanism currently in place
Development and engagement	Travel plan co-ordinator in place
	Sustainable travel policy
	Travel choices employers forum membership
	Partnership with Transport for Greater Manchester (TfGM)
	Meetings with Manchester city council
	Neighbourhood Forum
	Sustainable Development Committee
Monitoring	Travel and car parking group
	Annual staff survey takes place to collate modal shift figures.
	Post code analysis conducted annually
	Modal shift report annually submitted to MCC under L/BH/EVD3001/2984 106 agreement.
Communication and marketing	The Christie travel page activity monitored
	The Christie travel page (Focusing on sustainable travel)
	Internal publications (staff magazine, team brief and posters)
	Internal signage for bus stops and stop information points at all main entrances
	Events (e.g. health and wellbeing day, national cycle to work day and ad-hoc promotions)
	Patient 'getting to the Christie' leaflets focus on sustainable travel
Walking initiative	Bus timetables now centrally located on the glass corridor
	Online route planning available
Cycling initiative	Online route planning available
	Bike to work scheme available (Contract with Cyclescheme until June 2016)
	146 cycle spaces available
	Bike user group formed (BUG) - Online
	3 Showers available to all staff
Public transport initiative	Online route planning available
	Interest free public transport loans
	Staff discounts through Stagecoach Manchester (weekly, monthly and annually) and Metrolink annual season tickets.
	Stagecoach agreed to add The Christie to scrolling destination information.
Car share initiative	Stagecoach added The Christie to scrolling destination information.
	Car share scheme – reduced fee, accelerated application and dedicated spaces (29)

Implemented initiatives and infrastructure improvement summary

Developing the GTP - 2012

- SWOT analysis (Strengths, weaknesses, opportunities and threats)
- PEST analysis (Political, economic, social, and technological)
- Actions
- Staff skill mix
- Postcode analysis.
- Partnership with Transport for Greater Manchester (TfGM) formed.
- Travel strategy – Review of short, medium and long term travel management solutions.

Green travel support mechanisms - 2012

- Bicycle training offered through TfGM – including maintenance training.
- Bike user group formed (BUG).
- Installation of bus stop information point at Palatine Road entrance.
- Patient leaflets currently being reformatted to focus on sustainable travel, rather than car parking.
- Strategic travel management officer joins the Manchester Green Travel Employers Forum (MaGTEF)
- Annual on street parking survey takes place – long and short term parking.
- Annual staff survey takes place to collate modal shift figures.

Green travel support mechanisms - 2013

- Spring Chinwag (Internal staff magazine) promotes stagecoach discounts, car sharing, BUG and summer arrival of Metrolink.
- Health and wellbeing day 16th April 2013 – Promotes walking, cycling, and public transport.
- Re-launched travel page – sustainable travel focus including route finding and discount promotions.
- Cycle to work scheme re-launch – contract with Cyclescheme up to June 2016.
- Metrolink West Didsbury station opens – Internal promotion.
- Options for potential cycle hubs received from architect.
- Bus timetables now centrally located on the glass corridor
- ‘Sustainable travel day’ set 12th September 2013 in line with National Cycle to Work Day

- Walkit.com flyers
- Cycling promotion via Cyclescheme.
- Cycles on display including folding bike
- Additional capacity for the day with security
- Metrolink promotional stand - TfGM
- Buses promotional stand - Stagecoach and Finglands.
- Bike shelter installed at Candleford House – 12 spaces.
- Stagecoach agreed to add The Christie to scrolling destination information.
- Meetings held with TfGM with customer liaison team to look at promotion.
- “Bike to work” scheme posters distributed across site.
- Winter Chinwag promotes:
 - Stagecoach annual pass £535 discount £25
 - Sustainable travel loan – Interest free over 10 months
- Strategic travel management officer attends the Cycling Knowledge Event 7th November 2013.
- Metro link discount – major coup
 - Contract drawn up - trust approved
 - 10% discount for annual tickets
- Strategic travel management officer attends Mainstreaming Smarter Travel Conference 3rd and 4th December 2013.
- Car share spaces – quotes received spaces to be allocated
- Discussion held with Northern rail – potential for Trust joining corporate season ticket scheme.
- Annual on street parking survey takes place – long and short term parking.
- Postcode analysis takes place.
- Annual staff survey takes place to collate modal shift figures.

Green travel support mechanisms – 2014/2015

- Strategic travel management officer appointed to develop and support the delivery of the green travel plan.
 - Business case baseline pro-forma now includes consideration for travel management

- Sustainable Development Management Plan (SDMP) approved at August 2013 capital and workforce planning group. The SDMP incorporates 10 elements of development including travel.
 - Sustainable development Committee to report process on the SDMP and is chaired by a board level manager.
 - Staff survey is conducted annual to obtain the modal shift figures.
 - Street parking surveys have been taking place annually to monitor staff and patients on street parking across proposed S106 parking zone.
 - Travel page activity monitoring to review patterns of information gathering.
 - Neighbourhood forum takes place on a quarterly basis with travel plan updates. The forum allows local residents and Councillors to engage with the Trust on the GTP expressing their views on progress and make suggestions on the plan .
 - Events have taken place to promote sustainable travel options - Health and Wellbeing day 16th April 2013 and 20th March 2014 and sustainable travel day 12th September 2014.
 - Christie travel page created with links to sustainable travel schemes, route planning resources and timetables.
- Patient leaflet altered to focus on public transport.
 - Bus timetables centrally located in the patient information department.
 - Posters regularly distributed across site promoting cycle to work scheme and public transport special offers.
- Walking
 - Focusing and publicising health benefits for staff living within the vicinity of the trust or who can combine public transport. Health and Wellbeing day 16th April 2013 and 20th March 2014.
 - Route planning website linked to Trust intranet – WALKIT.COM.
 - Link with public transport – footpath direction signage installed on the northbound and southbound West Didsbury metrolink station exits.
- Cycling
 - Bike to work scheme re-launched – 3 year contract signed with Cyclescheme (21 bikes purchased since July-13).
 - Focus and publicise cycling as a mode of active travel for staff living within the vicinity of the trust. Health and Wellbeing day 16th April 2013 and 20th March 2014.

- Route planning website linked to Trust intranet – www.transportdirect.info/Web2/JourneyPlanning/FindCycleInput.aspx
 - Cycle storage – Shelter installed at Candleford House – 12 spaces.
 - Bicycle user group (BUG) – Online discussion board created.
 - Maintenance courses – Promoted online and at events for free training offered by TfGM.
 - Training - Promoted online and at events for free training offered by TfGM.
- Public Transport
 - Metrolink –
 - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters and patient leaflet.
 - Signage - footpath direction signage installed on the northbound and southbound West Didsbury metrolink station exits.
 - Discounted annual season tickets available (10%) for staff.
 - Bus –
 - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters and patient leaflet.
 - Public transport loan – Promotion of interest free loan.
 - Discounted annual season tickets now available for Stagecoach.
 - Talks held with First Group Greater Manchester as new provider in South Manchester.
 - Car share
 - Promoted via Chinwag (Bi-monthly staff magazine) and intranet.
 - External database - Christie signed up to Car Share GM.
 - Definition of 'car sharing' reviewed and amended with support from Manchester City Council.
 - Designated spaces expanded – the number of car sharer spaces has been increased from 21 to 29.

Green travel support mechanisms – 2015/2016

- Strategic travel management officer attended Smarter Travel LIVE! (2016) 17th and 18th March 2016.

- Monitoring (Internal)
 - Staff survey is conducted annual to obtain the modal shift figures – all site users.
 - Monthly commentary re sustainability reported via the monthly performance reports.
 - Progress monitored through sustainable travel and car parking group
 - Monthly indicators developed for:-
 - Public transport tickets sold,
 - Car sharer spaces occupied
 - Cycle to work certificates redeemed.

- Monitoring (External)
 - Annual S106 modal shift report submitted to MCC for the 12th April 2015
 - Quarterly progress report dashboard submitted to the MCC.
 - Quarterly meetings with MCC to review and discuss dashboard.
 - Sustainable development Committee to report process on the SDMP and is chaired by a board level manager.

- Communication and marketing
 - E-flyer on NHS jobs promoting sustainable travel.
 - Strategic travel management officer holds a stall at Trust corporate induction to promote sustainable travel.
 - Chinwag articles including commuter stories in summer edition.
 - Neighbourhood forum taking place on a quarterly basis with travel plan updates. The forum allows local resident and Councilors to engage with the Trust on the GTP expressing their views on progress and make suggestions on the plan.
 - Events have taken place to promote sustainable travel options:
 - Formal launch of discount First bus Manchester tickets – 19th May 2015.
 - National cycle to work day 3rd September 2015
 - Health and Wellbeing day 17th March 2016
 - In partnership with TfGM/Aecom a lunchtime walk was held on 27th June 2015
 - Promotion stall for Metrolink - 27th June 2015
 - Living streets walk challenge - 28th September – 2nd October 2015
 - Put your feet to work week - 14th – 18th March 2016

- Walking

- Living street conducted a street survey of pavement to West Didisbury metrolink station and Oak Road, sections of Wilmslow Road
- Travel plan coordinator attended travel choices walking work places workshop
- Cycling
 - Two month pool bicycle pilot took place in partnership with Brompton bikes Ltd. These were folding bikes that could be used with public transport or folded up in a car.
 - Proposals for additional cycling facilities drawn up and made available to staff
 - June 2015 – 6 new showers and a dry room open completed and opened
 - As part of the MCRC new cycling facilities opened: 20 space compound, 6 showers, drying facilities and 180 lockers
 - A 20 bike compound next to car park C and 5 bicycle lockers distributed around the site.
 - TfGM have installed a public bicycle pump at the Christie
- Public Transport
 - Metrolink –
 - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters and patient leaflet.
 - Bus –
 - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters and patient leaflet.
 - Discounted weekly, monthly and annual First bus Manchester tickets now on sale. (All major provider serving the Christie now covered – i.e. Stagecoach Manchester, First bus Manchester and Metrolink)
- Car share
 - Promoted via Chinwag (Bi-monthly staff magazine) and intranet.
- Park and ride
 - In 2015 The Christie commenced a pilot Park and Ride scheme led by a newly recruited project lead, with plans to extend the scheme in the future.

- A bus service runs every 30 minutes from 7.00am-9.30am and 3.30pm-7pm, Monday to Friday,
- a regular bus service in-between those hours
- It is free service
- Service is made available to education centre delegates and contractors working on site.
- MCC Planning and highways committee approved planning application 110657/FO/2015/S1 for the formation of an 85 space park and ride car parking facility at Christie Way, Chorlton, Manchester, M21 7QY that will operate Monday – Friday between 06:00-22:00.
- Chinwag Summer 2015 edition – commuter stories included Metrolink park and ride promotion.
- Car parking
 - Eligibility consultation group (chaired by Director of Workforce) agreed criteria and Management staff parking permits policy (Parking eligibility process) finalised and going through internal approval process.

Green travel support mechanisms – 2016/2017

- Strategic travel management officer attended TfGM business travel workshops.
- Monitoring (Internal)
 - Staff survey is conducted annual to obtain the modal shift figures – all site users.
 - Monthly commentary re sustainability reported via the monthly performance reports.
 - Progress monitored through sustainable travel and car parking group
- Monitoring (External)
 - Annual S106 modal shift report submitted to MCC for the 12th April 2016
 - Quarterly progress report dashboard submitted to the MCC.
 - Quarterly meetings with MCC to review and discuss dashboard.
- Cycling
 - Three month pool electric bicycle pilot took place in partnership with TfGM.
 - First phase of cycle hub one opens – 40 space compound.
 - Cycle hub one shower and changing complex opens - includes 5 showers and 38 lockers.
 - Additional shower and 22 lockers added to Cycle Hub 2 shower complex. Total at cycle hub 2 now stands at 7 showers and 28 lockers.
- Public Transport
 - Metrolink –
 - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters and patient leaflet.
 - Bus –
 - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters and patient leaflet.
 - Discounted monthly and annual System One ‘any’ bus tickets now on sale. (All special offers from providers serving the Christie now covered – i.e. Stagecoach Manchester, First bus Manchester, Metrolink and System One)
- Car share
 - Promoted via Chinwag (Bi-monthly staff magazine) and intranet.

- Park and ride
 - Park and ride opens at Christie Fields, operating Monday – Friday between 06:00-22:00 (planning application 110657/FO/2015/S1).
 - From the 7th November the free park and ride bus operating from the Christie Fields started to run every 15 minutes during peak periods and hourly throughout the rest of the day- Christie Way, Chorlton, Manchester, M21 7QY (planning application 110657/FO/2015/S1)
- Car parking
 - Eligibility consultation group (chaired by Director of Workforce) agreed criteria and Management staff parking permits policy (Parking eligibility process) finalised and approved. All parking permits issued via criteria to issue permits to essential car users only.

Modal shift break down and example initiatives

	YEAR	TARGET MODAL SHIFT	SURVEY
Internal/external initiatives			
	Year 2013	35	35
	Year 2014	36	33.69
	Year 2015	40	43.74
	Year 2016	44	43.23
Internal <ul style="list-style-type: none"> • Agree additional sustainability fund • Transport for Greater Manchester sustainable travel grant • Monthly free bicycle maintenance • Monthly Cyclist breaks offer – free drink and cereal bar • Providing support for occasional car users • Develop a new dynamic communication and marketing strategy • Walking toolkit and map • Additional secure cycle compound • Free basic bicycle maintenance training • Monthly stall to promote public transport • New public transport discount tickets (e.g. system one and monthly Metrolink) External <ul style="list-style-type: none"> • Second city crossing • Oxford road bus priority package • Wilmslow cycle way • Mobike – pilot bike share scheme 	Year 2017	45	
Internal <ul style="list-style-type: none"> • Delivery of walking toolkit • Delivery of cycling strategy – e.g. increased cycle parking, showers and lockers. • Pool bike scheme • Delivery of public transport strategy - e.g. Information points, public transport discount schemes and engagement with service providers and TIGM. • Park and ride • Potential car club membership (reduce the need for staff to bring their own car to site) • Teleconferencing • Pool bikes • Review possible use of satellite offices for some non-clinical services External <ul style="list-style-type: none"> • Get me there • Vélocity 2025 • Mobike – bike share scheme • Greater Manchester 2040 Transport Strategy • Regulation of Greater Manchester bus services (To be agreed) 	Year 2018	45	
	Year 2019	48	
	Year 2020	48	
	Year 2021	48	
	Year 2022	48	
	Year 2023	48	
	Year 2024	52	
	Year 2025	53	
	Year 2026	54	
	Year 2027	55	
Year 2028	56		
Year 2029	58		
	Year 2030	60	