



The Christie NHS Foundation Trust Section 106 – Modal Shift Figures: Year 3

Report of	The Christie NHS Foundation Trust
Paper Prepared By	W Blair - Strategic travel management officer
Subject/Title	Section 106 – Modal Shift Figures: Year 3
Background Papers	<p>“The Council of the City of Manchester and The Christie NHS foundation Trust: Agreement – pursuant to Section 106 Town and Country Planning Act 1990 relating to the development of a cancer research facility on land between Cotton Lane and Kinnaird Road, Withington in the City of Manchester. L/BH/EVD3001/2984”</p> <p>The Christie Green Travel Plan (2014-2030)</p> <p>The Christie Strategic Planning Framework (June 2014)</p>
Purpose of Paper	To report the modal shift figures (L/BH/EVD3001/2984 106 agreement).
Action/Decision Required	Acknowledgement of the report and the actions being taken by the Trust to achieve a modal shift.
Link to:	
➤ NHS Strategies and Policy	
Link to:	2014/15 corporate objective No.8. To play our part in the community
➤ Trust’s Strategic Direction	Annual objectives No. 8.1 Sustainability and corporate citizenship
➤ Corporate Objectives	<ul style="list-style-type: none"> • Endorsement from MCC for strategic planning framework and now used as reference document for development of site and future planning applications • Facilitation of neighbourhood forum • Develop trust wide sustainable development plan • Further engagement to raise achievement and aspiration of local community
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. Introduction and purpose

The Christie trust (**The Owner**) is required to produce an annual report with regard to the progress on achieving modal shift targets. In accordance with Section 106 for the approval of the planning application for the Manchester Cancer Research Centre (**The Land**) the Trust is required to report against an agreed modal shift. This is the third report required on the third anniversary of the date of the agreement (12th April 2012).

The green travel plan (GTP) aims to support employees in a move away from single occupancy vehicles (SOV).

The modal shift target is based on the following targets for staff using sustainable travel:

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

2. Travel plan and modal shift

As part of the agreement for Christies strategic planning framework (SPF) the trust produced a GTP to support site development. Data to monitor progress on modal shift is obtained annually through a survey of all site users, having been a requirement of the Manchester City Council (MCC) from 2014. Previously only Christie payroll staff members were surveyed, not other site users. The 2013 survey was used to form the baseline against which the GTP is measured which indicated 34.7% of staff members commuted via sustainable travel.

As part of the SPF a modal shift target was agreed with MCC to aim for 60% of staff using sustainable travel by 2030, progress to be monitored using baseline of data from the 2013 staff survey. Data to monitor progress on the modal shift is to be obtained annually through a site wide staff survey.

The tables below indicate the figures Nov 2011, 2012, and 2013 (new baseline) and the most recent survey figures (Nov 2014). The current survey indicates 33.69% of staff commute via sustainable travel and 66.31% of staff commute by SOV.

The 2014 survey was carried out in the follow way; -

Sample size methodology

The table below details how the sample size is calculated.

Staff numbers	Sample size
Up to 600	Census (all staff)
601-1000	600
1001-1500	700
1501-2000	750
2001-3000	800
Over 3000	850

The table below details the sampling process that was undertaken in 2014 to obtain the modal shift:

Organisation	Staff numbers	Staff surveyed	Method of survey distribution
The Christie	2434	767*	Paper survey – Picker institute
The Christie Clinic	84	Census (all staff)	Paper survey
University of Manchester	399	Census (all staff)	Electronic survey
Synlab	81	Census (all staff)	Paper survey
Boots	25	Census (all staff)	Paper survey
Volunteers	308	Census (all staff)	Electronic survey
Sodexo	18	Census (all staff)	Paper survey

* Omits those on long term sick, bank staff, non Christie payroll seconded, non-executive directors and student nurses.

In 2014 the trust took the opportunity to produce a more detailed breakdown to move forward with the modal shift analysis and therefore allow more precise actions to enhance the GTP.

Staff Survey – statistics

	Year			
	2011	2012	2013	2014
N° of staff surveyed	780	784	789	1682
Returns	407	433	394	650
Non Returns	373	351	395	1032

Staff Survey – Model shift figures

Method of commute	Modal split 2011(%)	Modal split 2012 (%)	Baseline Modal split 2013 (%)	Modal split 2014 (%) – <i>All site users</i>
Walk	15.3	14.1	14.0	12.62
Bicycle or motorcycle	5.9	6.2	6.3	
Bicycle				6.15
Motorcycle				0.15
Public transport	10.8	10.4	9.6	9.08
Car share/passenger	4.5	6.7	4.8	
Car share				2.92
Lift share (passenger)				2.77
Park & ride transport				0.00
Drive (SOV)	61.7	59.8	61.9	66.31
Unknown	1.8	2.8	3.4	

Postcode analysis

Catchment (Miles)	Area	2013 (%)	2014 (%)
Up to 1 mile		10.9%	10.3%
1-2 miles		10%	10.9%
2-3 miles		8.2%	8.0%
3-4 miles		11.0%	8.5%
4-5 miles		10.5%	7.9%
5–10 miles		25.7%	24.8%
10-20 miles		13.2%	16.7%
>20 miles		10.5%	12.8%

3. Actions to support sustainable travel

It is recognised that the performance of the GTP in the short term has not had an immediate positive effect on modal shift. The trust were mindful of this and new infrastructure and services such as shower facilities and park & ride etc are expected to have a positive effect moving forward. These actions and their progress are supported by MCC who monitor the progress on a quarterly basis.

It is recognised that the forthcoming S106 parking restrictions are linked to bringing about a cultural change in how staff travel to work. The S106 parking restrictions have been widely communicated throughout the trust and staff members are fundamentally aware of the imminent changes and the reasons behind them. In addition the upcoming introduction of eligibility testing for new permit holders from Dec-15 and all permit holders by Dec-16 will have a further influence on changing people's habits.

Sustainable travel resources throughout the previous GTP (2012) were considerably enhanced. The intention moving forward to achieve the ambitious modal shift target of 60% using sustainable travel by

2030 is to do much more. The GTP (2014-2015) consists of 41 actions with firm deadlines for implementation. Furthermore progress on these actions is subject to quarterly reviews with Manchester City Council and public engagement through the Christie Neighborhood Forum.

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

- Finance
- Procedural
- Communication & marketing
- Walking initiatives
- Cycling initiatives
- Public transport initiatives
- Car share initiatives
- Car parking
- Offsite alternatives
- Human resources

A synopsis of the actions taken in 2014/2015 and those that are planned for 2015/2016 are detailed in the appendix A. A full summary of all actions taken since the signing of the agreement (12th April 2012) can be found in appendix B.

Appendix A

Progress synopsis 2014/2015 and actions for 2015/2016

Actions are listed in order of priority					
Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
01	Finance	Agree sustainable fund	<p>Create a fund, with growth from baseline assessment, for all business cases to consider sustainable travel requirements</p> <p>Review possibility of ring fencing finances to provide additional support for funding green travel initiatives</p>	Provide the financial support for travel strategy aim	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> • It is a requirement of business case baseline assessments to consider low carbon travel – review November 2014. • Funding for new shower blocks and refurbishment of current facilities now set aside (Approx. 245K and running cost – Consultant is reviewing options for new blocks while refurbishments have commenced on current facilities). 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • All business cases consider all revenue impacts of service developments; including impacts on travel. • The Trust Capital plan currently includes funds set aside for the consideration of sustainable travel. The provision of a shower block has been approved from this fund in 2014/15. • The Trust is also in progress of its 2015/16 capital planning round and the provision of a travel fund, which includes funding for both sustainable travel and car parking methods. • Initial funding of £245K was created- £15K spent and three showers, now fully refurbished. • The Trust aims for BREEAM 'excellent' on its capital projects. BREEAM considers sustainable travel as part of its assessment. Therefore all capital projects aim to include budget to meet these criteria. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Business case baseline assessments –reviewed and amended to include sustainable travel elements. This not only includes a requirement for a project lead to consider what the capital requirements must be, but also includes a review of the requirements of revenue going forward. • Christie postcode accessibility analysis received £2,472.00 funding (PLEASE SEE ACTION 03). • Please note finance agreed the initial trial park and ride will be free. 				

Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
02	Monitoring	Monitoring procedure	Agree method of monitoring modal shift progress in transport strategy and risk elevation process should targets not be being achieved.	Allow for assessment of the effectiveness overall strategy.	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> Travel survey questions despatched to Picker Institute Europe for the Trust annual staff survey that is proposed to be distributed late September or early October. The sample size will be 800 staff across all the divisions. Meetings have commenced to discuss how non Christie site users can be incorporated into the travel survey. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Annual travel survey questions in the process of being despatched to all site users (Christie Oct-14, Synlab-Oct-14, Sodexo Oct -14, Boots Nov-14, University Dec-14 & Volunteers Dec-14) – previously only Christie payroll staff members have received a survey. Results expected early 2015. Travel & car parking is included in the top 10 corporate risks within the Trust risk register and discussed at general managers meeting, risk & quality governance meetings and board meetings. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> An annual travel survey has now been completed of all site users for the first time as previously surveys only covered Christie employees. Information under review from other site users. Results will be published in the modal shift report (S106 requirement) - The Christie trust (The Owner) is required In accordance of Section 106 for the approval of the planning application for the Manchester Cancer Research Centre (<u>The Land</u>) report against an agreed modal shift. The third report is required on the third anniversary of the date of the agreement (12th April 2015). 				

Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
03	Monitoring	Indicators	Indicators are required to monitor the effectiveness of the transport strategy actions. The current suggestions include monitoring public transport tickets sold internally, interest free public transport loans issued, cycle spaces occupied, car sharers and hits on the travel plan website	Allow for assessment of the effectiveness individual actions taken and the process being made.	Following SPF approval
Progress Q1: Aug-14	<ul style="list-style-type: none"> • Quarterly report will be produced for the Trust Sustainable development committee that will indicate public transport tickets sold internally, interest free public transport loans issued, cycle spaces occupied, car sharers and hits on the travel plan website. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Monthly & Quarterly reports presented to internal & external (MCC) committees. • Public transport tickets sold, public transport loans issued, car sharers, cycle to work certificates issued and hits on the travel plan website all being monitored 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Monthly commentary re sustainability reported to the, via the monthly performance reports. • Quarterly reports presented to internal & external (MCC) committees. 				
Planned 2015/2016	<ul style="list-style-type: none"> • Monthly indicators - Collate into a report the figures for:- <ul style="list-style-type: none"> ○ car park spaces filled, ○ cycle stand spaces occupied, ○ public transport tickets sold, ○ public transport loans issued, ○ car sharers and ○ cycle to work certificates. • Further indicators - Collate into a report the figures for:- <ul style="list-style-type: none"> ○ Post code areas – i.e. numbers of staff ○ Post code – public transport connectivity – i.e. numbers of staff 				

Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
04	Car Parking	Eligibility testing	<p>Test parking requirements based on the following criteria:</p> <ul style="list-style-type: none"> • Live in excess of X miles (to be agreed following postcode analysis of permit holders) and do not have a public transport connection of more than 40 minutes and no more than a maximum of 1 change. • Blue badge holders or long term health issues. • Registered in the Trust car sharer scheme. • Require car for patient related services • Multi-site staff • Start & finish times • Permanent nights <p>Car parking procedure will be updated to apply this action.</p>	<p>Support the move to sustainable modes of transport as car parking will only be available for those with no practicable alternative.</p> <p>Initial implication to any new staff and also communication in job adverts.</p>	Dec-15
Progress Q1: Aug-14	<ul style="list-style-type: none"> • Benchmarking commenced with other Trusts (Central Manchester University Hospitals and Pennine Acute Trust) 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Consultation with Pennine Acute Trust to agree our criteria for parking permit eligibility. • Consultation is taking place at the Trust travel & car parking group – discussed at meetings in September and October 2014. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Board of Directors have supported the formation of a consultation group to agree eligibility criteria that will be chaired by the Executive Director of Finance and Business Development. 				
Planned 2015/2016	<ul style="list-style-type: none"> • Eligibility consultation group meetings to take place and by the 31st Dec-15 no permits will be issued without going through eligibility assessment. 				

Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
05	Car Parking	Eligibility test on current permit holders	See Action 04	See Action 04	Dec-16
Progress Q1: Aug-14	<ul style="list-style-type: none"> • See action N^o 4 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • See action N^o 4 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • See action N^o 4 				
Planned 2015/2016	<ul style="list-style-type: none"> • Eligibility consultation group meetings to take place (See action N^o 4) however this action will not apply until Dec-16. 				

Action N ^o	Action	Sub-action	Action in detail	Desired outcome	Timescale
06	Car Parking	Review parking fees	Review parking fees as a possible control to discourage single occupancy vehicles	Reduce the number of single occupancy vehicles	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> • A draft report has been written and the aim is to submit to October Capital & Workforce Group. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • A report has been written and on the agenda for submission to December Capital & Workforce Group (December-14). 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • The Trust decided prior to the above meeting not to increase the fees on car parks, particularly with all of the current activity on site. This will be reviewed in the future. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
07	Monitoring	Adaptable targets	Adapt targets as and when major elements of Manchester's green travel network go live (e.g. cross city bus, 'Get me there' and Vélocity).	Reduction in single occupancy car travel due to green travel network improvements	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> To discuss with MCC at quarterly review 25th November-15 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Closed off after discussion with MCC. Please note that as and when major developments are communicated to the trust they will be passed on to staff. Any increase in staff taking up sustainable travel will be monitored via the travel survey 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
08	Procedural	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.	Currently occasional users or potential occasional users must be full time permit holders - no middle ground is available.	Dec-15
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • To be reviewed in line with park & ride 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • No update to provide 				
Planned 2015/2016	<ul style="list-style-type: none"> • Agenda item for park & ride meeting Feb-15. i.e. several feedback comments from staff who are interested have indicated that this issue stops them from taking up the offer. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
09	Monitoring	Annually conduct a post code analysis	Conduct an annual post code analysis of all staff employed on Christie Wilmslow Road site. This will include all site users - e.g. The Christie Clinic, CRUK-MI and WMIC.	Allow for transport strategy to be adapted in line with current staff distribution	Annually
Progress Q1: Aug-14	<ul style="list-style-type: none"> In place with assistance from Transport for Greater Manchester 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> The Christie accessibility analysis for all site users under development with TfGM for Dec-14 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> A draft Christie accessibility analysis of all site users has been submitted by Transport for Greater Manchester. The analysis has looked into staff distribution, public transport connection hot spots and staff living within cycling distance. This report will ultimately indicate the number of staff that are within reasonable cycling distance of the trust and where public transport links exist based on the criteria set out on the SPF i.e. one connection being the maximum,. 				
Planned 2015/2016	<ul style="list-style-type: none"> Full review of the Christie accessibility analysis of all site users conducted with support from TfGM. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
10	Communication & marketing	Promotion (Potential employees)	Promote the Christie as a sustainable organisation with sustainable travel prioritised over single occupancy vehicle (SOV) Formal meetings with the communications team to develop promotion.	Employees who are considering working at the Christie will have been made aware that SOV is to be discouraged and that a means test will be required for permit application.	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> A draft document is under development by facilities, human resources and communications for publication on NHS jobs. Communication & marketing strategy is being developed. New team formed with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> A document has been published on NHS jobs to promote sustainable travel options for potential employees of the Christie Communication & marketing strategy ratified by the Christie travel & car parking group (31/10/14) Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Amendments to publicise the Christie position as an organisation that encourages sustainable travel now on the intranet –FAQ, Cycling updates, public transport, park and ride and car parking situation Communication & marketing strategy formalised and in place – monitored at regular meeting with updates at travel and car parking meetings 				
Planned 2015/2016	<ul style="list-style-type: none"> Investigate possible discussions Media City on Christie travel website improvements. Review in line with Sustainable travel policy 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
11	Communication & marketing	Promotion (New employees)	Introduce the Christie as a sustainable organisation with alternatives to SOV in place and make it clear that permit applicants must have met with travel planning representatives. Formal meetings will take place with communications to develop promotion.	New employees will be supplied with an information pack detailing alternatives to SOV and that a means test will be required for permit application.	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> • A stand has been booked at the next Trust induction day (8th September) to meet with new employees to discuss travel options. The intention is to make this a standard event at Trust inductions. • Communication & marketing strategy is being developed. • New team formed with TfGM and the Christie on reinvigorating sustainable travel. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Sustainable travel now marketed on Trust Inductions • Communication & marketing strategy ratified at the Christie travel & car parking group (21/10/14) • Personal travel planning packs will be offered to Christie employees for the foreseeable future through AECOM & TfGM. • Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Personal travel planning surveys offered to staff at the mandatory corporate trust induction. 				
Planned 2015/2016	<ul style="list-style-type: none"> • Investigate with human resources and TfGM/AECOM if Personal travel planning surveys can be sent in advance of corporate trust induction. • Investigate possible discussions Media City on Christie travel website improvements. • Review in line with Sustainable travel policy 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
12	Communication & marketing	Promotion (Current employees)	Promoting alternatives to SOV via intranet (interactive travel plan), posters, events, notice boards and personal travel planning*. Formal meetings with the communications team to develop promotion. *AECOM event -Staff will be encouraged to attend.	Information will be widely available on the alternatives to SOV.	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> • Communication & marketing strategy is being developed. • A travel and car parking Q & A has been published to answer common questions regarding the current situation. • New team formed with TfGM and the Christie on reinvigorating sustainable travel. • AECOMM personal travel event resulted in the production of 538 personalised travel packs – follow up actions to be developed with support from TfGM. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Communication & marketing strategy ratified at the Christie travel & car parking group (31/10/14) • Personal travel planning packs are now offered to Christie employees online and at Trust cooperate induction for the foreseeable future through AECOM & TfGM. • Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow. Travel plan co-ordinator attended : <ol style="list-style-type: none"> 1. Travel champions training workshop - TfGM 2. Travel Choices Employer's forum - TfGM 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Christie travel pages reviewed and amended to provide the most up-to-date information available • Personal travel planning surveys offered to staff at the mandatory corporate trust induction. • Draft payslip travel choices attachments developed. • Draft poster promoting park and ride developed. • Park & ride communication sent via intranet newflash to get expressions of interest in joining the scheme. • 				
Planned 2015/2016	<ul style="list-style-type: none"> • Payslip travel choices attachments to be distributed. • Park & ride posters to be distributed. • Health & wellbeing day – 19 March 2015 will promote: <ul style="list-style-type: none"> • Walkit.com urban route planner • Cycling – cyclescheme, Velocity, TfGM, • Public transport tickets and journey planning • Investigate possible discussions Media City on Christie travel website improvements. • Review in line with Sustainable travel policy 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
13	Public transport initiative	Continued negotiations for public transport concessions	Maintain communication with service providers to negotiate concessions	Reduce the cost of public transport therefore increase its appeal to staff.	Ongoing
Progress Q1: Aug-14	<ul style="list-style-type: none"> New team formed with TfGM and the Christie on reinvigorating sustainable travel including public transport concessions. First bus Greater Manchester – talks on-going. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow. Travel plan co-ordinator attended Travel Choices ticketing workshop - TfGM 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> First bus Greater Manchester contract under review and one amendment required prior to being passed on for approval at Christie executive level. (Metrolink staff discount renewed for 2015 (10% of annual season tickets). TfGM did not charge a fee for failing to seen a minimum of 10 tickets in 2014 as they acknowledged the Trusts '<i>commitment to develop ways of actively encouraging employees to shift to public transport</i>' . 				
Planned 2015/2016	<ul style="list-style-type: none"> Approval and launch of First bus Greater Manchester discount. Ad to communication and marketing strategy 				

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14	Public transport initiative	Investigate salary sacrifice for public transport tickets	Review potential for salary sacrifice to pay for public transport tickets (subject to HRMC approval)	Reduce the cost of public transport therefore increase its appeal to staff.	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Travel plan co-ordinator attended Travel Choices ticketing workshop – TfGM 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Finance looked into HRMC guidance on public transport salary sacrifice and the findings were that this is not allowed unless on a specified route but most staff will buy a network ticket which allows them to use any bus/route, therefore not an option. Also an enquiry was made through National Performance Advisory Group and response were received from six Trusts all indicating that they do not offer salary sacrifice for sustainable travel. Discussed with Manchester City Council city policy team and closed off action with their permission 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
15	Public transport initiative	Review internal funded public transport incentives * * Potential Finance (HMRC) & Human resource implications	Investigate potential internal funding to add additional reductions to public transport costs.	Reduce the cost of public transport therefore increase its appeal to staff.	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Discounts on tickets (cost shared by trust, staff and supplier) – this would be deemed a benefit in kind if the member of staff does not fully reimburse the trust's cost and would require reporting on the P11d. The P11d is annual return to HMRC, which shows the benefits an employee has received from their employment during the year. The employee would then be liable for tax on the amount received. For example if the ticket price is £100 and they get a 10% discount, tax will be payable on £10. Also an enquiry was made through National Performance Advisory Group and response were received from six Trust all indicating that they do not offer internal funded discounts for sustainable travel. Discussed with Manchester City Council city policy team and closed off action with their permission 				

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16	Public transport initiative	TfGM overall tickets 'Get me there'	<p>Promote the launch of 'Get me there' a one card pays for all public transport modes in Greater Manchester.</p> <p>Negotiate the setting up of a corporate scheme with TfGM to allow the Trust to sell 'Get me there' cards.</p>	Employees will be aware of the scheme and have on site access to the scheme.	2017 (TBA by TfGM)
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Travel plan co-ordinator attended Travel Choices ticketing workshop - TfGM Discussed at numerous meetings and everyone will be supportive of this and it role in aiming for 60% of staff using sustainable Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> No further updates at this time. 				
Planned 2015/2016	<ul style="list-style-type: none"> Liases with TfGM Travel choices advisor to get an updated timescale and link in with communication and marketing strategy. 				

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17	Public transport initiative	Signage (Public transport wayfinder)	A further internal and external review of all signage & information points to direct staff, patients & visitors to public transport	Public transport links are promoted so people are aware geographically of the alternatives.	April-15
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Communication & marketing strategy ratified at the Christie travel & car parking group (31/10/14) 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Meeting has taken place with the head of marketing feedback on internal directional signage to public transport connections and information points. Feedback require. This will be progressed at the next Patient Experience Committee meeting. This item will become agenda item within the next quarter 				
Planned 2015/2016	<ul style="list-style-type: none"> Feedback will be generated into a formal feedback on directional signage to public transport connections and installation of information points, this will then be submitted to the Trust Patient experience committee (PEC). 				

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18	Communication marketing &	Park & Ride (TfGM)	Promotion of the Metrolink park & ride	Increased use of park & ride by Christie staff, patients and visitors	Completed
Progress Q1: Aug-14	<ul style="list-style-type: none"> Promoted via the staff intranet with a Chinwag article (trust internal staff magazine) following in September. New team formed with TfGM and the Christie on reinvigorating sustainable travel including public transport concessions. Communication & marketing strategy is being developed. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Promoted via the staff intranet, Chinwag article (trust internal staff magazine) and team brief. Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow. Communication & marketing strategy ratified at the Christie travel & car parking group (22/10/14) 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Travel plan coordinator attended Travel choices sustainable car use workshop – included updates and detailed discussion on the Metrolink Park & ride. 				
Planned 2015/2016	<ul style="list-style-type: none"> Investigate possible discussions Media City on Christie travel website improvements. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
19	Public transport initiative	Cross city bus (Bus priority lanes)	Discuss with TfGM how the Trust can be linked in with the Cross city bus project	Improve awareness of public transport network.	2015 (TBA by TfGM)
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Meeting held (21st October 2014) with Transport for Greater Manchester (TfGM) and the Christie on reinvigorating sustainable travel –outcomes to follow 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> No further updates at this time. 				
Planned 2015/2016	<ul style="list-style-type: none"> Liaises with TfGM Travel choices advisor to get an updated timescale and link in with communication and marketing strategy. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
20	Public transport initiative	Investigate pool bicycles	Trial the use of pool bicycles to connect public transport station to the Trust (i.e. West Didsbury Metrolink, Burnage railway & Mauldeth Road railway).	Improve public transport connection to the Christie	TBA- Deadline will be reviewed upon discussions with TfGM
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Discussions held with TfGM and they will be willing to look into this with the Trust 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Travel plan coordinator has become a member of TfGM Workplace Cycle Champions Network <p>The role of a Workplace Cycle Champion can vary, from disseminating and passing on information and advice to setting up a Bicycle User Group (BUG). Ultimately, the role is to actively promote cycling to colleagues who cycle or would like to cycle to work.</p> <p>Benefits to becoming a Workplace Cycle Champion:</p> <ul style="list-style-type: none"> Access to support and advice from the Better By Cycle team Access to free cycle training An opportunity to network with other like-minded people across Greater Manchester Get a heads-up on the latest events and initiatives. 				
Planned 2015/2016	<ul style="list-style-type: none"> Liaises with TfGM Travel choices advisor on using pool bikes at public transport interchanges/stations. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
21	Cycling initiative	Review of current resources	Complete a review of cycle provisions (i.e. parking, showers, lockers, changing rooms and clothes drying facilities)	Find potential improvements in cycling resources to encourage and support cycling.	Ongoing
Progress Q1: Aug-14	<ul style="list-style-type: none"> A site review has taken place and a report is being written. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> A site review has taken place and a report is to be written. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Work is expected to commence in february-15 on the installation of new shower facilities and construction is due to take six weeks. The new facilities will include three shower cubicles and a dry room. The dry room will include ventilation and heating. As a result of the Initial funding of £245K for improvements to cycle facilities a consultation process has been instigated via the Christie newflash and BUG to find out where staff what potential showers to be located (or upgraded) and where they would like to see additional cycle shelters. Trust confirmed expression of interest given for installation of a public bike pump – TFGM proposed project. 				
Planned 2015/2016	<ul style="list-style-type: none"> Feedback from the staff consultation process is to be forwarded onto the project team for review and response. Draft report to be submitted to Soft Facilities meeting April-15. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
22	Cycling initiative	Action any recommendations from Action 21	See Action 21 and apply recommendations via business cases	Make improvements to cycling resources to encourage and support cycling.	April-15

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
23	Cycling initiative	On site cycle training days	Provide onsite training days for all skill levels of riding and cycle maintenance	Support modal shift over to cycling.	April-15
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> TfGM has sent across information and would be willing to assist 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Travel plan coordinator has become a member of TfGM Workplace Cycle Champions Network <p>The role of a Workplace Cycle Champion can vary, from disseminating and passing on information and advice to setting up a Bicycle User Group (BUG). Ultimately, the role is to actively promote cycling to colleagues who cycle or would like to cycle to work.</p> <p>Benefits to becoming a Workplace Cycle Champion:</p> <ul style="list-style-type: none"> Access to support and advice from the Better By Cycle team Access to free cycle training An opportunity to network with other like-minded people across Greater Manchester Get a heads-up on the latest events and initiatives. 				
Planned 2015/2016	<ul style="list-style-type: none"> Consultation with staff members to see if onsite training would be beneficial. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
24	Cycling initiative	Employee bike hire scheme	Allow for employees to have a go before buying their own bike	Support modal shift over to cycling.	TBA- Deadline will be reviewed upon discussions with TfGM
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Travel plan coordinator has become a member of TfGM Workplace Cycle Champions Network <p>The role of a Workplace Cycle Champion can vary, from disseminating and passing on information and advice to setting up a Bicycle User Group (BUG). Ultimately, the role is to actively promote cycling to colleagues who cycle or would like to cycle to work.</p> <p>Benefits to becoming a Workplace Cycle Champion:</p> <ul style="list-style-type: none"> Access to support and advice from the Better By Cycle team Access to free cycle training An opportunity to network with other like-minded people across Greater Manchester Get a heads-up on the latest events and initiatives. 				
Planned 2015/2016	<ul style="list-style-type: none"> Travel plan coordinator to attend Cycle Champions Workshop 10 February 2015. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
25	Cycling initiative	Twice yearly bike doctor	Contractor hired to conduct servicing of staff bikes.	Support staff who cycle to work.	Ongoing
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> National cycle to work day (4th September) marked with bicycle doctor session - Trust funded. Feedback will be reviewed. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Expressions of interest for the next session have been sent out via the Christie newflash and BUG for Bike doctor to be held at the Trust annual Health & wellbeing day (19th March 2015) 				
Planned 2015/2016	<ul style="list-style-type: none"> Second bike doctor of 2015 to be held on national cycle to work day 3rd September 2015. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
26	Cycling initiative	Support Vélocity 2025	Liaise with TfGM and MCC on Vélocity 2025 a project to build a cycling culture and infrastructure	Incorporation into the infrastructure with cycle lanes linked to main site and staff reassured about road safety with improved bicycle lanes.	2025
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Travel plan coordinator attended the drop-in public consultation on the Wilmslow Road corridor cycle lanes in December 2014. • At the request of Manchester City Council the travel plan coordinator published the Wilmslow Road proposal on the trust intranet and requested feedback via BUG. • The following feedback was sent to the council: <ul style="list-style-type: none"> ➢ Concerns regarding loss of out- patients drop off bays ➢ Is there a procedure for policing cycle lanes? ➢ Is there a maintenance procedure? 				
Planned 2015/2016	<ul style="list-style-type: none"> • Travel plan coordinator to continue liaising with Manchester City Council consultation team on the Wilmslow Road corridor cycle lanes. <p>Please note - MCC and governors briefed neighbourhood forum on the new cycle ways to be built. There is an expectation that this will encourage more cyclists to use their bikes to come to work when completed. The new cycling routes are communicated to our staff intranet under cycling. The annual survey will indicate if any increase in cycling has taken place under point 2 modal shift.</p>				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
27	Car share initiative	Review internal and car share database and launch external database (Car share GM)	Conduct full review & maintenance of the car share internal database* and instigate the external car share database * Annually thereafter	Ease of use for finding a car share partner	Sep-14
Progress Q1: Aug-14	<ul style="list-style-type: none"> • External database account set up (Car share GM) • Review of database under way. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Database amended in line with car share criteria 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Travel plan coordinator attended Travel choices sustainable car use workshop – included discussion on GM –car share database. 				
Planned 2015/2016	<ul style="list-style-type: none"> • Internal database in place and the use of an external database was an agenda item at the Christie travel & car parking group where it was agreed that an external database would over complicate the GTP. Seek approval form MCC to close this action off. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
28	Car share initiative	Guaranteed Ride Home scheme for car sharers	Review the possibility of a backup plan for car sharers should they or their car share partner have to leave site earlier or later than expected.	Support car sharing by providing a Trust backup plan.	April-15
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> No update to provide 				
Planned 2015/2016	<ul style="list-style-type: none"> To be forwarded to Finance for HRMC guidance and National Performance Advisory Group. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
29	Car share initiative	Increase designated car share spaces	Currently there are 29 front of house car sharer spaces. Review increasing numbers in line with modal shift requirements and as and when only 2 spaces remain.	Car share spaces filled with a minimum of 2 available to encourage more sharers.	Ongoing
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Travel plan coordinator attended Travel choices sustainable car use workshop – including car sharing 				
Planned 2015/2016	<ul style="list-style-type: none"> • Car park attendants to begin monitoring the daily usage of car share spaces at 11:00 and 14:00 Monday – Friday. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
30	Walking initiative	Pedestrian access assessments	Identify whether footpaths around the site are safe, secure, well lit, maintained and free from obstructions	Provide safe access for pedestrians	Ongoing
Progress Q1: Aug-14	<ul style="list-style-type: none"> Survey completed (report to follow)- review period will then be agreed. Concerns raised to local councillors regarding Palatine Road footpath (via travel & car parking group) 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Concerns raised to local councillors regarding Palatine Road footpath (via travel & car parking group) – reported to the council online and it has been acknowledged that repairs are required but these are still outstanding. 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Palatine Road footpath repairs logged with MCC (Sep-14) & update requested (Jan-15). 				
Planned 2015/2016	<ul style="list-style-type: none"> Monitor progress regarding condition Palatine Road footpath – logged with MCC. Meeting with local councillors to debate location of controlled crossing on Wilsmlow Road Review possibility of staff walking to the park and ride locations and then getting the park and ride bus to work i.e. leaving their car at home 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
31	Walking initiative	In line with Christie commitment staff pledge on supporting a Health workplace - Implement walking buddy groups	Review possibility of creating walking groups during lunch periods to encourage walking as a healthy lifestyle choice	Staff take an interest in walking as a social activity may also start walking to work	May-15
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • No update to provide 				
Planned 2015/2016	<ul style="list-style-type: none"> • To be discussed with lead for the Health and Wellbeing Pledge 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
32	Human Resources	Flexible hours	Review the possibility flexible work hours to avoid peak traffic and fit in with public transport schedules. Consider possible shift alterations to reduce the need for travel (i.e. 12 hours shifts).	Increase the appeal of public transport and reduce the number of journeys that need to be made to site.	TBA
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • The Christie human resources department confirmed that the Trust Flexible working policy is applicable to the green travel plan. 				
Planned 2015/2016	<ul style="list-style-type: none"> • Discuss with University, Boots, Synlab and Christie Clinic management if they have in place a flexible working policy that can support green travel 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
33	Off Site Alternatives	Satellite offices	Review possible satellite offices with staff distribution data	Situating 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
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Consultant has looked into sites and some options are being considered 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Consultant looking into sites and some options are being considered 				
Planned 2015/2016	<ul style="list-style-type: none"> • Consultant looking into sites and some options are being considered 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
34	Off Site Alternatives	Relocation	Review possible relocate back of house staff off the main site to satellite offices	Reduce the traffic volume coming to the main site.	To be agreed with capital team as and when developments occur
Progress Q1: Aug-14	<ul style="list-style-type: none"> No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> Consultant has looked into sites and some options are being considered 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> Consultant looking into sites and some options are being considered 				
Planned 2015/2016	<ul style="list-style-type: none"> Consultant looking into sites and some options are being considered 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
35	Off Site Alternatives	Park & Ride	Implementation of a park and ride scheme noting Manchester City Councils recommendation for setting them up near a Metrolink station	Reduces number of vehicles travelling to main site	To be agreed with capital team as and when developments occur
Progress Q1: Aug-14	<ul style="list-style-type: none"> • Park and ride group formed and meetings taking place. • A report indicating potential staff numbers off site has been drafted. • Internal report is intended to go to September committees to secure approval for purchasing available land. 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • Park and ride group formed and meetings taking place. • A report indicating potential staff numbers off site has been drafted. • A business has been submitted and approved at November-14 Capital & Workforce Planning Group • Intention is to go live in January 2015. • Tendering currently ongoing for ride service providers 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Project manager (park & ride) recruitment process commenced. • Park & ride car park attendants recruitment process commenced. • Tenders for shuttle services reviewed and finance finalised. • Expression of interest sent to staff on permit waiting list • Travel plan coordinator attended Travel choices sustainable car use workshop – including park & ride. 				
Planned 2015/2016	<ul style="list-style-type: none"> • In 2015 The Christie will run a pilot Park and Ride scheme led by a newly recruited project lead for 120 members of staff, with plans to extend the scheme in the future. <ul style="list-style-type: none"> ➢ A proposed bus service will run every 30 minutes from 7.00am-9.30am and 3.30pm-7pm, Monday to Friday, ➢ a regular bus service inbetween those hours ➢ It will be a free service during the trial ➢ Staff survey to follow to get feedback on the scheme. 				

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
36	Car Parking	Electrical cars	Provide an onsite recharge point for electrical vehicles	Improved local air quality	April-18
37	Car Parking	Electric/hybrid vehicles incentives	Financial incentive for use of electric/hybrid vehicles	Improved local air quality	April-18
38	Car Parking	Reduced fees for low emission vehicles	Financial incentive for use of low emission vehicles	Improved local air quality	April-19

Action NO	Action	Sub-action	Action in detail	Desired outcome	Timescale
39	Business travel	Reduce car use for business travel	<ul style="list-style-type: none"> • Video conferencing to reduce the need to travel for meetings • Public transport (within 40 mins and with only 1 change) or cycling (2 miles) should be used for non clinical business travel. • Negotiate setting up a corporate scheme with TfGM to allow the Trust to sell Get me there cards. • Instead of staff using their own private cars, pool cars could be used for business travel. • Investigate if car club membership could be incorporated in non clinical business travel. 	Reduces the need for cars to be brought to site and lowers the CO ₂ emissions for business travel miles.	Ongoing
Progress Q1: Aug-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q2: Nov-14	<ul style="list-style-type: none"> • No update to provide 				
Progress Q3: Feb-15	<ul style="list-style-type: none"> • Travel plan coordinator attended Travel choices sustainable car use workshop – including car sharing 				
Planned 2015/2016	<ul style="list-style-type: none"> • To be discussed at the trust sustainable development committee 				

40	Motorcycle initiative	Increase motorcycle parking	Increase motorbike parking facilities on the site to support potential motor cyclists	Less cars and lower carbon footprint	May-15
41	Moped initiative	Moped lease scheme	Investigate the possibility of a moped lease scheme for those that are not on a public transport link or within cycle distance	Less cars and lower carbon footprint	May-16

Appendix B

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 & wellbeing day 16th April 2013 – Promotes walking, cycling, and public transport.
- Re-launched travel page – sustainable travel focus including route finding & 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 & 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 & 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

- 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 resident and Councilors to engage with the Trust on the GTP expressing their views on progress and make suggestions on the plan to the Facilities manager.
 - Events have taken place to promote sustainable travel options - Health & Wellbeing day 16th April 2013 & 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 & Wellbeing day 16th April 2013 & 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 & Wellbeing day 16th April 2013 & 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 & 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 & 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) & 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.