



**The Christie NHS Foundation Trust Section 106 – Modal Shift Figures: Year 6**

Report of	The Christie NHS Foundation Trust
Paper Prepared By	W Blair - Strategic travel management officer
Subject/Title	Section 106 – Modal Shift Figures: Year 6
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:	2017/18 corporate objective No.8. To play our part in the local health care economy and community
➤ Trust’s Strategic Direction	Annual objectives No. 8.2 Promoting The Christie as a good local neighbour
➤ Corporate Objectives	<ul style="list-style-type: none"> <li>• Implement Green Travel Plan</li> <li>• Regularly engage local residents regarding the Trust’s plans</li> </ul>
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.	<p>Strategic Planning Framework – SPF</p> <p>Manchester City Council – MCC</p> <p>Transport for Greater Manchester – TfGM</p> <p>Green travel plan (GTP)</p>

## 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 sixth report required on the sixth 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.

In 2017 there was a reduction in the number of surveys distributed. Less staff are working on site due to the consequences of the fire in the Paterson building, which has resulted in many staff working in alternative locations. This will be for the foreseeable future, and therefore this reduction has had an impact on the consistency of the trend line. In addition University staff have always demonstrated a strong cycling culture, particularly on our site therefore the fire incident has further impacted cycling. There was also an increase in the response rate due to improved marketing of the survey. This increase in response appears to have been from those in SOV. The tables below indicate the figures 2013 (baseline), 2014, 2015, 2016 and the most recent survey figures from 2017. The current survey indicates 40.06% of staff members commute via sustainable travel and 59.94% of staff commute by SOV. This was against a target of 45% of staff using sustainable travel by 2017.

However usage of the cycle facilities suggests that there is a growing cycling culture at the Christie. There has been positive feedback on the significant funding that has been invested in cycling infrastructure and initiatives such as free bicycle maintenance.

Transport for Greater Manchester has awarded the Trust GTP Gold standard accreditation. The accreditation is to celebrate the success of businesses which have championed sustainable travel. The Trust has now received the Gold level for two consecutive years.

The Trust was awarded gold standard based upon the length of time the Trust has been taking action and how comprehensive the travel plan continues to be. The Trust has been identified as a regional leader in reducing their impact on the environment

The gold standard award was an acknowledgment that the Trust was demonstrating:

- Energy and commitment in helping reduce congestion
- Improving the air quality for everyone in Greater Manchester.
- Enhancing the health and wellbeing of staff.
- Sharing best practice and success stories with the wider business community
- Actively participating in sustainable travel workshops and steering groups

Furthermore the Trust was awarded the Travel Choices Active Travel Award for excellence in promoting cycling and walking.

The award was to recognise that the organisation was demonstrating the strongest commitment to active travel to increase the number of staff using sustainable travel.

The award was an acknowledgment of the Trust active travel initiatives including:

- Walking Wednesday
- Increased secure cycle storage
- Improvements to shower and changing facilities
- Free bicycle training
- Free bicycle maintenance

The tables below detail the process for conducting the 2017 survey and the results; -

**Table 1: Sampling process undertaken in 2017 to obtain modal shift figures:**

Organisation	Staff numbers	Staff surveyed	Method of survey distribution
The Christie	2676	Census (all staff)	Paper survey/Electronic
The Christie Clinic	103	Census (all staff)	Paper survey
University of Manchester	428	Census (all staff)	Electronic survey
Pathology Partnership	93	Census (all staff)	Electronic survey
Boots	30	Census (all staff)	Paper survey
Volunteers	154	Census (all staff)	Electronic survey
Sodexo	26	Census (all staff)	Paper survey
Retail Area	17	Census (all staff)	Paper survey

**Table 1: Staff survey statistics**

	2013	2014	2015	2016	2017
N <sup>o</sup> of staff surveyed	789	1682	1781	3758	3527
Returns	394	650	599	1330	1428
Non Returns	395	1032	1118	2339	2099

**Table 2: Modal shift results**

Method of commute	<b>Baseline</b> Modal split 2013 (%)	Modal split 2014 (%) – <i>All site users</i>	Modal split 2015 (%) – <i>All site users</i>	Modal split 2016 (%) – <i>All site users</i>	Modal split 2017 (%) – <i>All site users</i>
Walk	14.0	12.62	14.02	14.51	13.94
Bicycle or motorcycle	6.3				
Bicycle		6.15	6.68	8.72	7.28
Motorcycle		0.15	0.67	0.08	0.91
Bus	6.9	7.23	11.52	9.32	7.42
Train	1.0	1.23	1.00	0.75	1.96
Metrolink	1.8	0.62	0.83	1.88	2.52
Car share/passenger	4.8				
Car share		2.92	5.34	4.36	2.80
Lift share *		2.77	3.01	2.18	2.10
Park & ride transport		0.00	0.67	1.42	1.12
Drive (SOV)	61.9	66.31	56.26	56.77	59.94

Unknown	3.4				
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\* A staff member giving a lift to another colleague who is not a car driver and therefore a car has not been removed from the road. Whilst this is encouraged under the Green Travel Plan this situation will not afford the same benefits as the defined car sharing situation.

### 3. Actions to support sustainable travel

Sustainable travel resources throughout the previous GTP (2012) were considerably enhanced. The intention moving forward to achieve the ambitious model shift target of 60% using sustainable travel by 2030 is to do much more. The GTP (2014-2015) consists of 40 actions (see appendix A) with firm deadlines for implementation. Furthermore progress on these actions is subject to quarterly reviews with Manchester City Council (see appendix B) and public engagement through the Christie Neighborhood Forum.

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

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

The Trust recognised the importance of sustainable travel and began developing new infrastructure and services such as shower facilities and park & ride with the expectation that they would have a positive effect moving forward. These actions and their progress are supported by MCC who monitor the progress on a quarterly basis.

Synopses of the actions taken in 2017/2018 and those that are planned for 2018/2019 are detailed in the appendix A. The 2017/2018 quarterly dashboard reports are available in appendix B. Whilst A full summary of all actions taken since the signing of the agreement (12th April 2012) can be found in appendix C.

#### 3.1. Recommendations from staff to support sustainable travel

In order to support sustainable travel as part of the annual staff survey we put the following question to staff:

- Which of the following would persuade you out of your car or to be more sustainable? (table 5)

The results in the tables below will be used to help progress the green travel plan going forward into 2018/2019.

**Table 3: Staff recommendations for supporting sustainable travel**

<b>The Christie Travel Survey 2017 - Which of the following would persuade you out of your car or to be more sustainable?</b>	
<b>Answer Options</b>	<b>Percentage</b>
Information for staff on alternative travel in key locations across the site	3.87
Actions planned: <ol style="list-style-type: none"> <li>1. Communication and marketing strategy 2018/2019 to be actioned.</li> <li>2. Progress on the Communication and marketing strategy to be monitored internally at the Trust Sustainable travel and car park group.</li> <li>3. 'Pop up' stall rotated around site.</li> <li>4. Roller banners rotated around site in key staff locations.</li> </ol>	
Improvements to the intranet staff travel pages	1.88

Actions planned: 1. New intranet launches in May 2018 and will include more user friendly travel pages.	
Additional secure cycle compounds	7.03
Action planned: 1. Promotion of the new facilities through Communication and marketing strategy 2018/2019. 2. Weekly walk around of facilities.	
Safer cycle lanes	11.41
Action planned: 1. Intensive cycling promotion to advertise Wilmslow Road cycleway. 2. Invite TfGM active travel team to bicycle user group meeting.	
Pool bikes for business travel	2.04
1. Launch internal pool bike spring.	
Additional changing facilities including showers, lockers and drying area	9.32
Action planned: 1. Promotion of the new facilities through Communication and marketing strategy 2018/2019. 2. Weekly walk around of facilities.	
Cheaper travel / discounts (incl combined tickets)	18.28
1. Promotion of corporate offers. 2. Feedback to TfGM Travel Choices forum.	
Public transport improvements	26.37
1. Promotion of public transport services 2. Feedback to TfGM Travel Choices forum.	
Additional Christie park & ride locations	11.20
1. Proposal for Burnage rugby club under review	
Pool cars for business travel	2.95
Action planned: 1. Pilot pool car scheme to be developed.	
Additional plug in electric car facilities	2.55
1. Promotion of electric vehicle charge points.	
Discounted parking for electric cars	3.11
Action planned: <ul style="list-style-type: none"> <li>▪ To be reviewed at sustainable travel and park group.</li> </ul>	

### 3.2 Key actions planned for 2018/2019

#### Internal actions

- Complete analysis to establish potential modal split.
- Communication & marketing strategy launched.
- Additional secure cycle compound to be installed off Palatine Road.
- Monthly stall to promote public transport service and offers.
- Monthly free bicycle maintenance sessions to take place onsite.
- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
- Launch internal pool bike/hire bike scheme.
- Upgrade changing facilities to include benches, hairdryers and full body mirrors.

#### External actions

- Bus Services Act 2017.
- Made to Move
- Greater Manchester Transport Strategy 2040





## Appendix A

### Progress synopsis 2017/2018 and actions for 2018/2019

<b>Finance:</b> Ensure additional funding is available to deliver on the aims of the Christie green travel plan.				
<b>Action N<sup>o</sup></b>	<b>Action</b>	<b>Action in detail</b>	<b>Desired outcome</b>	<b>Timescale</b>
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
Progress 2017/2018	<ul style="list-style-type: none"> <li>100k funding released to support model shift – including expanding cycling infrastructure, marketing and internal pool bike scheme.</li> </ul>			
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	Completed
Progress 2017/2018	<ul style="list-style-type: none"> <li>Extension of the MCRC compound was found not to be cost effective as the increase in spaces was minimal.</li> </ul>			

**Monitoring:** Ensure the monitoring system is robust and rigorous enough to monitor progress in detailed and transparent way.

Action N <sup>o</sup>	Action	Action in detail	Desired outcome	Timescale
03	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
04	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.	On-Going
Progress 2017/2018	<ul style="list-style-type: none"> <li>Sustainable Development Committee relaunched in February 2018.</li> </ul>			
Planned 2017/2018	<ul style="list-style-type: none"> <li>Sustainable Development Committee meetings to take place quarterly.</li> </ul>			
05	Monthly internal progress reports	Monthly reports to be submitted to senior divisional managers	Monitor the day to day progress of the travel plan initiatives.	On-Going
Progress 2017/2018	<ul style="list-style-type: none"> <li>Monthly internal progress report developed and submitted to senior divisional managers. Escalation process is in place for key issues to be brought to Trust Executives.</li> </ul>			

06	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
Planned 2018/2019	<ul style="list-style-type: none"> <li>To be discussed at Sustainable Travel and Car Park group</li> </ul>			
07	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>New corporate induction communication and engagement package launched April-18.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Develop survey questions with Staff Engagement Team</li> </ul>			
08	Accessibility analysis to be conducted (Every two years)	Conduct an accessibility analysis of the entire workforce on Christie Wilmslow Road site.	Transport plan to be adapted in line with accessibility.	On-going
Progress 2017/2018	<ul style="list-style-type: none"> <li>Accessibility analysis conducted and results to aid developing walking, cycling and public transport strategies.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Data to be used to agree potential modal splits targets – i.e. what proportion of the 60% will be made up off walking, cycling, public transport, car share and park and ride.</li> </ul>			

**Procedural:** Ensure that travel and car parking procedures support the objectives of the sustainable travel plan.

Action N°	Action	Action in detail	Desired outcome	Timescale
09	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>Management of staff car parking policy updated to include criteria covering vehicle emissions.</li> </ul>			
Planned 2018/2018	<ul style="list-style-type: none"> <li>Approval of the updated Management of staff car parking policy via the Capital and Workforce Planning Group.</li> </ul>			
10	Review parking fees	Review parking fees as a possible control to discourage single occupancy vehicles	Reduce the number of single occupancy vehicles	April-18
Progress 2017/2018	<ul style="list-style-type: none"> <li>Fees have been reviewed but need further assessment in line with the tiered car park development.</li> </ul>			
11	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
12	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.	Ongoing
Progress 2017/2018	<ul style="list-style-type: none"> <li>• A new dynamic communication and marketing strategy has been developed.</li> <li>• Travel to the Christie sustainably flyer has been developed for use at corporate induction, staff events and online.</li> <li>• Roller banners developed to promote walking, cycling and public transport.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>• Partnership with Ken Fosters Cyclic Logic - to run mini cycle roadshows to promote benefits of cycling and cycle to work scheme</li> <li>• Spring Cycle Event – a week of events to promote and celebrate cycling.</li> <li>• Calendar of staff engagement events to promote sustainable travel – e.g. Catch the Bus to Work Week, Clean Air Day, Cycle to work day.</li> <li>• Travel stall rotated around site promote sustainable travel to staff that have difficulty leaving their work area.</li> <li>• New intranet pages to be developed and launched.</li> </ul>			

<b>Walking:</b> 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	Completed
Progress 2017/2018	<ul style="list-style-type: none"> <li>Program completed in October 2017 and Trust launches 'Walking Wednesday'.</li> <li>'Walking Wednesday' – weekly walks around the neighbourhood. To encourage attendance a range of walks are undertaken – i.e. nature strolls, history walks, brisk walks etc</li> <li>The Trust awarded the Travel Choices Active Travel Award for excellence in promoting cycling and walking.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Pilot of second walking day – 'Meander Mondays'</li> </ul>			
13	Walking leads	Walking leads will be trained up with full Ramblers accreditation	Walking leads to champion long term walking program	Completed
Progress 2017/2018	<ul style="list-style-type: none"> <li>Five staff members trained up as walking leaders.</li> </ul>			
14	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
15	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

16	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	Ongoing
Progress 2017/2018	<ul style="list-style-type: none"> <li>Travel plan coordinator attending Travel choices workshops and SmarterTravel Live 2017!</li> <li>Travel plan coordinator delivered advice to businesses in Greater Manchester on succeeding with active travel at the TfGM Travel Choices Accreditation Awards 2018.</li> </ul>			
<b>Action NO</b>	<b>Action</b>	<b>Action in detail</b>	<b>Desired outcome</b>	<b>Timescale</b>
17	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
Planned 2018/2019	<ul style="list-style-type: none"> <li>Conduct pedestrian access assessments with support from Trust security advisor.</li> </ul>			

**Cycling:** Further incentives for cycling and improvements to infrastructure

Action N <sup>o</sup>	Action	Action in detail	Desired outcome	Timescale
18	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 a 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
Progress 2017/2018	<ul style="list-style-type: none"> <li>Initial discussions taken place with MCC on developing a strategy.</li> <li>MCC advised that the Trust should be aiming for 200 secure cycle spaces to support a growth in cyclist numbers.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Complete analysis to establish potential modal share cycling.</li> </ul>			
19	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>Trust installs 45 secure cycle spaces to bring the total onsite secure cycle parking to 137.</li> <li>The Trust awarded the Travel Choices Active Travel Award for excellence in promoting cycling and walking.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>A 40 space secure cycle compound will be installed to bring the total onsite secure cycle parking to 177.</li> </ul>			

20	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>Pool bicycle scheme developed in partnership with Ken Foster's Cycle Logic</li> <li>Bicycles purchased;- <ul style="list-style-type: none"> <li>➤ Seven new Pedal bicycles meeting BSEN14764 standards</li> <li>➤ Three new Electric bicycles (including battery and charging kit) meeting BSEN15194 standards</li> </ul> </li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Launch the internal pool bike scheme at the Christie Spring Cycle Event (April-18)</li> </ul>			
21	Monthly free bicycle servicing	Contractor hired to conduct servicing of staff bicycles for free.	Support staff who cycle to work.	On-going
Progress 2017/2018	<ul style="list-style-type: none"> <li>In partnership with revolveMCR a free monthly maintenance servicing session take place with the only cost for staff being any parts that may need replaced. The revolveMCR team are able to service 10 bikes each session.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Contract renewed with revolveMCR for 2018/2019 to provide free monthly maintenance servicing sessions.</li> <li>Promotion of the off through Communication and marketing strategy.</li> </ul>			
22	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>Staff members that cycle to work on the second Wednesday of each month can enjoy a voucher that can be exchanged for a hot drink and cereal bar or a piece of fruit in the dining room.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Voucher scheme renewed for 2018/2019 for the second Wednesday of each month.</li> <li>Promotion of the off through Communication and marketing strategy.</li> </ul>			

Action N <sup>o</sup>	Action	Action in detail	Desired outcome	Timescale
23	Free basic bicycle maintenance training	Through TfGM offer staff free bicycle maintenance training	Help maintain and grow cyclist numbers	On-going
Progress 2017/2018	<ul style="list-style-type: none"> <li>Free basic bicycle maintenance training have taken place on staff engagement days – e.g. health and wellbeing day, cycle to work day.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Christie Spring Cycle Event (April-18) to include free basic bicycle maintenance training.</li> </ul>			
24	Expansion of MCRC cycle compound	Provide additional secure cycle storage onsite	Increase number of staff cycling to site	Completed
Progress  2017/2018	<ul style="list-style-type: none"> <li>Upon investigation expansion of the compound was limited and could only provide an additional 10 secure spaces. Alternative secure spaces were developed – i.e. 40 spaces Palatine Road entrance and 5 spaces at Candleford House.</li> </ul>			

**Public transport:** Continue to work with external partners to increase the number of staff using public transport

Action N <sup>o</sup>	Action	Action in detail	Desired outcome	Timescale
25	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>• Accessibility analysis conducted.</li> <li>• Annual staff travel survey indicates the following as the main factors that would convince staff to be more sustainable :                             <ul style="list-style-type: none"> <li>➢ Public transport improvements</li> <li>➢ Cheaper travel / discounts (incl combined tickets)</li> </ul> </li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>• Discussions to take place with MCC on developing a public transport strategy that takes on board perceived barriers.</li> </ul>			
26	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

27	Monthly stall to promote public transport	Promotion of corporate offers and public transport networks	Raise awareness of public transport corporate offers	Ongoing
Planned 2018/2019	<ul style="list-style-type: none"> <li>• Calendar of staff engagement events to promote sustainable travel – e.g. Catch the Bus to Work Week, Clean Air Day, Cycle to work day.</li> <li>• Travel stall rotated around site promote sustainable travel to staff that have difficulty leaving their work area.</li> <li>• New intranet pages to be developed and launched.</li> </ul>			
28	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
Planned 2018/2019	<ul style="list-style-type: none"> <li>• Metrolink moving to an online application process.</li> </ul>			

<b>Action NO</b>	<b>Action</b>	<b>Action in detail</b>	<b>Desired outcome</b>	<b>Timescale</b>
29	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

<b>Sustainable car use: Manage essential car users in a sustainable way</b>				
<b>Action N°</b>	<b>Action</b>	<b>Action in detail</b>	<b>Desired outcome</b>	<b>Timescale</b>
30	Increase motorcycle parking	Review motorbike parking facilities on the site to support potential motor cyclists	Less cars and lower carbon footprint	April-19
31	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
32	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
33	Electrical cars	Provide additional onsite recharge points for electrical vehicles	Improved local air quality	TBA
Progress 2017/2018	<ul style="list-style-type: none"> <li>Included as part of tiered car park proposal.</li> </ul>			
34	Electric vehicles incentive	Reduced parking fees for use of electric vehicles	Improved local air quality	April-18
Progress 2017/2018	<ul style="list-style-type: none"> <li>Reviewed parking fees and proposal made to charge electric vehicle owners a reduced fee.</li> </ul>			

Planned 2018/2019	<ul style="list-style-type: none"> <li>Approval of a reduced parking fee for electric car owners.</li> </ul>			
35	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
Progress 2017/2018	<ul style="list-style-type: none"> <li>A proposal has been submitted to the Trust to develop a pilot pool car scheme.</li> </ul>			
Planned 2018/2019	<ul style="list-style-type: none"> <li>Obtain competitive quotes for supplier of pool car scheme.</li> <li>Develop a business case to fund pool car pilot.</li> </ul>			
36	Pilot car club scheme	Undertake a pilot car club scheme	Trial with the potential of full membership	TBA
<b>Action N<sup>o</sup></b>	<b>Action</b>	<b>Action in detail</b>	<b>Desired outcome</b>	<b>Timescale</b>
37	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
38	Reduce car use for business travel	<ul style="list-style-type: none"> <li>Increased marketing of video conferencing to reduce the need to travel for meetings</li> <li>Pool bikes.</li> <li>Public transport</li> <li>Car club membership.</li> </ul>	Reduce the need for cars to be brought to site and lower the CO2 emissions for business travel miles.	Ongoing
Progress 2017/2018	<ul style="list-style-type: none"> <li>Pool bicycle scheme developed in partnership with Ken Foster's Cycle Logic <ul style="list-style-type: none"> <li>➤ Seven new Pedal bicycles meeting BSEN14764 standards</li> <li>➤ Three new Electric bicycles (including battery and charging kit) meeting BSEN15194 standards</li> </ul> </li> </ul>			

Planned 2018/2019	<ul style="list-style-type: none"> <li>Launch the internal pool bike scheme at the Christie Spring Cycle Event (April-18)</li> </ul>			
39	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 <sup>o</sup>	Action	Sub-action	Action in detail	Desired outcome	Timescale
40	<b>Off Site Alternatives</b>	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

## Appendix B

Travel Plan : Highlight Report [Quarter 4 – 2016/17]

Report no: 4

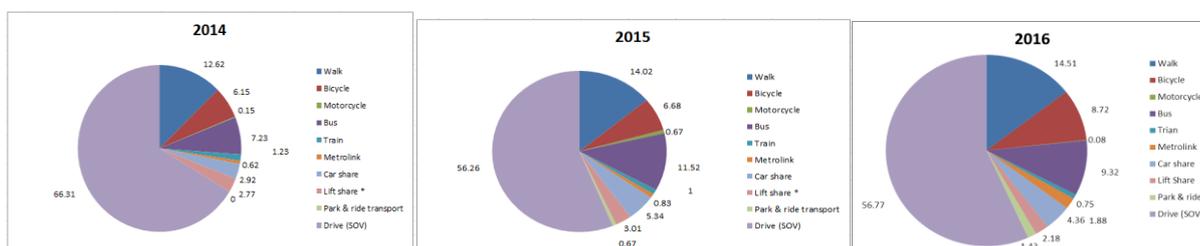
### Key achievements 2016/2017 (Quarter 4)

- 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 received Transport for Greater Manchester Travel Champion training.
- Successful application for Airport's Clean City Programme -public bicycle stands outside the MCRC.
- Staff Health and Wellbeing Event 13th April 2017 – promotion of active travel and public transport advice.
- Risk assessment and business case developed to agree funding for sustainable travel projects.

### Background

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 ongoing 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. As part of this endorsement the Trust developed a Green Travel Plan to aim to reduce the number of staff travelling to the Withington site by single occupancy vehicle. The target is to ensure that less than 60% of staff travel to the site in single occupancy vehicles by 2030. Progress against this target is tracked in an annual travel survey, the results of which are shown in the table and charts below. The 2016 survey was carried out September –December 2016.

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total number staff	3349	3492	3758														
Target percentage sustainable travel	36	40	44	45	45	48	48	48	48	48	52	53	54	55	56	58	60
Percentage sustainable travel achieved	33.69	43.74	43.23%														
Percentage single occupancy vehicle	66.31	56.26	56.77%														



### Staff survey statistics

	2013	2014	2015	2016
N° of staff surveyed	789	1682	1781	3758
Returns	394	650	599	1330
Non Returns	395	1032	1118	2339

**Overall status:**

### Milestones achieved

- June 2014 – SPF approved with new GTP target of 60% by 2030
- July 2014 - £245k set aside for new shower / changing facilities
- October 2014 – GTP communication & marketing strategy developed and in place.
- October 2014 – Personal travel planning is available to all staff for the foreseeable future through Transport for Greater Manchester.
- November 2014 - Business case baseline assessments reviewed and amended to include sustainable travel elements.
- June 2015 – Free Park & ride pilot commences operation from Broughton Park F.C., Hough End
- June 2015 – 6 new showers and a dry room completed and opened
- June 2015 - Opening of the Manchester Cancer Research Centre (MCRC).
- August 2015 –MCRC new cycling facilities opened: 20 space compound, 6 showers, drying facilities and 180 lockers
- September 2015 – Local parking restrictions came into force (S106 agreement as part of the application 097417/FO/2011/S1 for the development of the MCRC).
- February 2016 – Sustainable travel target for 2015 (40%) exceeded at 43.74%.
- April 2016 – Business case approved to build cycle hub one directly linked to Wilmslow cycleway.
- June 2016 – Parking eligibility review process commences on permit holders/ waiting list.
- June 2016 – Tiered car park proposal presentation delivered to neighbourhood forum
- July 2016 - Park and ride opens at Christie Fields, operating Monday – Friday between 06:00-22:00 (planning application 110657/FO/2015/S1).
- July 2016 – Electric car charge point installed in the staff car park.
- July 2016 – First phase of cycle hub one opens – 40 space compound.
- December 2016 – Cycle hub one shower and changing complex opens - includes 5 showers and 38 lockers.
- December 2016 – 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.
- March 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.
- March 2017 – Six members of staff receive Transport for Greater Manchester Travel Champion training.

### **Key actions planned and implemented 2016/2017**

#### Internal actions

- Parking eligibility testing on all parking permit holders and waiting list applicants (Completed Jan-17)
- Installation of electric vehicle charge point (Completed July-16)
- Communication & marketing strategy progressing (Ongoing since 2014)
- Improvements to cycling facilities. (Ongoing since 2014)
- A second pool bicycle pilot taking place. (Completed August-16)
- Further investigation of discounts for public transport. (Completed March-17)
- Expansion of Park and ride (P&R) (free of charge). ( Nov-16 – increased peak time bus frequency)
- Postcode Analysis of staff (Commenced Jan-17)
- second city crossing (Completed March -17)

#### External actions

- Oxford Road priority bus lanes.
- Wilmslow Road cycleway.
- Second city crossing (Completed February 2017)

### **Key actions planned for 2017/2018**

#### Internal actions

- Review and update the Green travel plan actions –e.g. monthly free bicycle servicing, cyclist breakfast and walking tool kit.
- Complete accessibility (post code) analysis to establish potential modal split.
- Once funding is agreed, progress with projects set out in modal shift risk assessment and business case.
- Large scale campaign as part of a reviewed and updated communication & marketing strategy.
- Additional secure cycle compound to be installed off Wilmslow Road Cycleway
- Additional secure compound to be installed off Palatine Road – once funding agreed.
- Greater Manchester Travel cards Limited to hold a promotion stall to market new SystemOne corporate offer.
- Monthly stall to promote sustainable travel.
- Monthly free bicycle maintenance sessions to take place onsite.
- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
- Develop an internal pool bike/hire bike scheme as part of modal shift risk assessment and business case.
- Develop a walking toolkit to launch monthly lunchtime walks working with Health and Wellbeing Lead for the Trust

#### External actions

- TfGM Sustainable travel grants.
- Wilmslow Road Cycleway.
- Oxford Road priority bus lanes.
- Greater Manchester Transport Strategy 2040.
- Bus Services Bill
- Greater Manchester Cycle Hire.

## Actions taken forward (Jan 2017 – March 2017)

### Internal

- **TfGM - Travel Choices accreditation**
  - 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.
- **Finance**
  - Risk assessment and business case developed to agree funding for sustainable travel projects.
- **Additional facilities**
  - Airport's Clean City Programme - final phase will include the installation of ten public bicycle stands outside the MCRC.
- **Communication & marketing**
  - Promotion on intranet of TfGM limited special offer of 50% off a monthly 'any bus ticket' for car users
  - Promotion of Christie Fields park and ride with extended hours (planning application 110657/FO/2015/S1)
    - Roller banners at Trust Corporate induction
    - Flyers distributed at corporate induction and upon request
  - Initial meeting with Christie communications and marketing team to review and update strategy.
  - Six members of staff receive Transport for Greater Manchester Travel Champion training (27<sup>th</sup> March 2017).
  - Staff Health and Wellbeing Event 13th April 2017 – promotion of active travel and public transport advice.
- **Monitoring**
  - Monitoring of cycle compound/shelter/stand usage.
  - Annual staff travel survey (all staff on Withington site) results submitted on the 24<sup>th</sup> March in the annual S106 report.
  - Detailed monitoring of park & ride usage - Christie Way, Chorlton, Manchester, M21 7QY (planning application 110657/FO/2015/S1)
  - Work has commenced on updated accessibility analysis.
- **Walking**
  - Walkit.com promoted at Staff Health and Wellbeing Event 13th April 2017.
  - Promotion of Greater Manchester Walking Festival 2017 (1<sup>st</sup> May to the 31<sup>st</sup> May).
- **Cycling**
  - Cyclescheme's competition to win £500 of clothing and accessories.
  - Travel plan coordinator attended Travel Choices Cycling Workshop on the 5<sup>th</sup> April 2017.
- **Public transport**
  - TfGM offer: Employees who currently drive to work could benefit from getting a 28 day 'any bus' ticket for half price. Offer ended 31<sup>st</sup> March 2017.
  - System One – corporate agreement made with System One Travel Limited to offer discounted monthly and annual tickets. Opened up to staff 15<sup>th</sup> March 2017.
- **Business travel**
  - Travel plan coordinator and Corporate Finance Manager have met with car club provider for initial discussions.
  - Commenced review of business travel data from 2016/2017 to assess the potential savings and sustainable impact that could be made from signing up to a car club.

### External

- Oxford Road priority bus lanes.
- Wilmslow Road cycleway.
- Work on second city crossing [Completed February 2017]

**Planned activities Quarter 1 (April 2017 – June 2017)**

- **Green Travel Plan**
    - Attend Travel Choices award event to formally receive Gold standard accreditation, acknowledging the Trust as a regional leader in sustainable travel.
    - Review and update the Green travel plan actions –e.g. monthly free bicycle servicing, cyclist breakfast and walking tool kit.
  - **Funding**
    - Obtaining additional annual funding through modal shift risk assessment and business case.
    - Apply for TfGM sustainable travel grant to fund bicycle compound.
  - **Communication & marketing**
    - Communication and marketing strategy to be reviewed with support from TfGM marketing team.
  - **Monitoring**
    - Investigate the potential for collecting feedback from new starters after induction to see if any sustainable travel offers have been taken.
  - **Information Analysis**
    - Review accessibility analysis to assess the likely potential for improving modal share of non SOV modes.
  - **Cycling**
    - Work to commence on the installation of a new bicycle compound off Wilmslow Road cycleway.
    - Installation of additional bicycle parking as part of Airport's Clean City Programme.
    - Free bicycle maintenance session to take place monthly in partnership with RevolveMRC.
    - Monthly cyclist breakfast - Free cold drink and a cereal bar for staff that cycle to work.
    - Monthly walkaround of bicycle facilities to assess any maintenance or security concerns.
    - Pool/hire bike scheme proposal to be drafted based on feedback from pilots conducted in 2015 and 2016.
  - **Walking**
    - Develop a walking toolkit to launch monthly lunchtime walks.
  - **Public transport**
    - Promotional stall for SystemOne corporate offer.
    - Investigate Metrolink special offer for motorists – i.e. a one off monthly taster ticket.
  - **Car sharing**
    - Review car share database.
  - **Park & ride**
    - Continue to promote the park & ride bus as an option for staff living locally to walk to the site and catch the bus
    - Continue to promote the park & ride bus as an option for Metrolink users – i.e. arrange pick-ups from West Didsbury station.
  - **Business travel**
    - Review business travel data from 2016/2017 to assess the potential savings and sustainable travel impact that could be made from signing up to a car club.
    - Summit report from 2016/2017 business travel data to car club provider for proposals to be drafted.
- External**
- Oxford Road priority bus lanes.
  - Wilmslow Road Cycleway update.

<b>Division:</b>	Facilities	<b>Month:</b>	April 2017
<b>Report of:</b>	Bernard Flanagan	<b>Author:</b>	W Blair – Strategic travel management officer

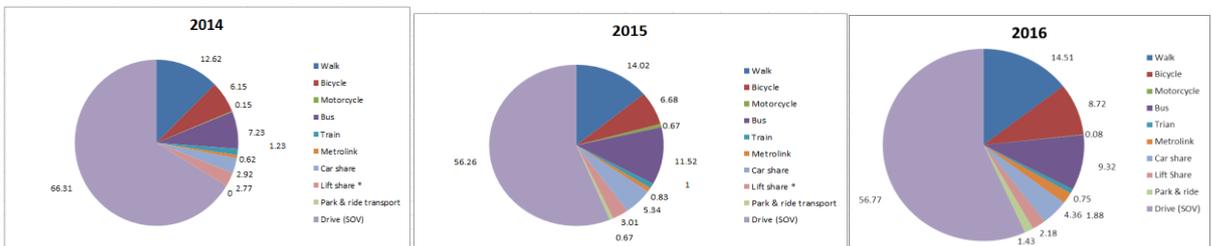
**Key achievements 2017/2018 (Quarter 1)**

- 2017/2018 £100K sustainable travel fund has been approved for a major marketing exercise that is dynamic, positive and ‘in your face’. Funding will also be used for sustainable travel schemes and infrastructure.
- Monthly free bicycle maintenance sessions.
- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
- Attended Travel Choices award event and formally received Gold standard accreditation, acknowledging the Trust as a regional leader in sustainable travel.

**Background**

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 ongoing 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. As part of this endorsement the Trust developed a Green Travel Plan to aim to reduce the number of staff travelling to the Withington site by single occupancy vehicle. Milestones are detailed in appendix one. The target is to ensure that less than 60% of staff travel to the site in single occupancy vehicles by 2030. Progress against this target is tracked in an annual travel survey, the results of which are shown in the table and charts below. The 2016 survey was carried out September –December 2016.

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**Staff survey statistics**

	2013	2014	2015	2016
N° of staff surveyed	789	1682	1781	3758
Returns	394	650	599	1330
Non Returns	395	1032	1118	2339

**Overall status:**

**Key actions planned for 2017/2018**

**Internal actions**

- New format for dashboard report – to be discussed and draft presented at next meeting.
- Review and update the Green travel plan actions –e.g. monthly free bicycle servicing, cyclist breakfast and walking tool kit. [In Progress]
- Complete accessibility (post code) analysis to establish potential modal split. **[In Progress]**
- Once funding is agreed, progress with projects set out in modal shift risk assessment and business case. **[Funding Agreed]**
- Large scale campaign as part of a reviewed and updated dynamic, positive and ‘in your face’ communication & marketing strategy.
- Additional secure cycle compound to be installed off Wilmslow Road Cycleway **[In Progress]**
- Additional secure compound to be installed off Palatine Road – once funding agreed.
- Greater Manchester Travel cards Limited to hold a promotion stall to market new SystemOne corporate offer.
- Monthly stall to promote sustainable travel. **[In Progress]**
- Monthly free bicycle maintenance sessions to take place onsite. **[Completed]**
- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar. **[In Progress]**
- Develop an internal pool bike/hire bike scheme as part of modal shift risk assessment and business case.
- Develop a walking toolkit to launch monthly lunchtime walks working with Health and Wellbeing Lead for the Trust **[In Progress]**

**External actions**

- TfGM Sustainable travel grants.
- Wilmslow Road Cycleway. **[In work]**
- Oxford Road priority bus lanes. **[Completed]**
- Greater Manchester Transport Strategy 2040.
- Bus Services Bill
- Greater Manchester Cycle Hire. [Mobike]

## Actions taken forward (May 2017 – June 2017)

### Internal

- **Green Travel Plan**
  - Attended Travel Choices award event and formally received Gold standard accreditation, acknowledging the Trust as a regional leader in sustainable travel.
  - Strategic travel management officer attended City of Trees Clean Air Day seminar (15 June) on air quality in Greater Manchester and how organisations can play a role in improving it.
- **Finance**
  - Detailed risk assessment outlines all the control measures to mitigate risks and actions to address gaps in control – i.e. see below
  - Business case developed to agree £100K funding for sustainable travel projects and satisfy the risks above with respect to meeting the modal shift for 2017/2018. [Funding approved 4<sup>th</sup> July]
  - Initial funding from 100k budget is already being drawn down to support the expansion of the MCRC secure cycle compound for staff. Who during a survey requested more secure compound facilities.
- **Communication & marketing**
  - Promotion on intranet of TfGM limited special offer of 50% off a monthly Metrolink ticket for car users
  - Promotion of Christie Fields park and ride with extended hours (planning application 110657/FO/2015/S1)
    - Roller banners at Trust Corporate induction and staff dining room.
    - Flyers distributed at corporate induction and upon request
  - Staff Health and Wellbeing Event 13th April 2017 – promotion of active travel and public transport advice.
  - The Christie pledged to promote public transport offers.
- **Monitoring**
  - Monitoring of cycle compound/shelter/stand usage.
  - Results from the accessibility analysis have been returned from TfGM and are being reviewed.
- **Walking**
  - Meetings taking pace with TfGM to initiate an eight week walking program that will encourage staff to be passionate about a walking and see the health benefits that can come from including walking as part, or their entire journey.
  - The walking program will include:
    - Weekly walks over the eight week period.
    - Training up walking champions – training will be official Ramblers training.
    - Developing a walking routes map covering local amenities, public transport stops and parks.
- **Cycling**
  - Monthly free bicycle maintenance sessions.
  - Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
- **Public transport**
  - TfGM offer: Employees who currently drive to work can benefit from getting a monthly Metrolink ticket for half price.
  - System One – corporate agreement with System One Travel Limited to offer discounted monthly and annual tickets. Tickets now available to staff.
- **Business travel**
  - Travel plan coordinator and Corporate Finance Manager have provided a car club provider with 2016/2017 business travel data so that a proposal can be developed.

### External

- Oxford Road priority bus lanes [Completed June 2017]
- Wilmslow Road cycleway.
- Work on second city crossing [Completed February 2017]
- Chasing update on the installation of additional bicycle parking outside MCRC as part of Airport's Clean City Programme.

**Planned activities Quarter 2 (July 2017 – September 2017)**

- **Green Travel Plan**
    - Create an annual green travel plan strategy to support funding streams to drive forward modal shift–e.g:
      - Marketing exercise that is dynamic, positive and 'in your face'.
      - Monthly free bicycle servicing
      - Monthly free cyclist breakfast
      - Walking program.
  - **Funding**
    - Apply for TfGM sustainable travel grant to fund bicycle compound.
  - **Communication & marketing**
    - Communication and marketing strategy to be reviewed with support from TfGM marketing team to make it dynamic, positive and 'in your face'.
  - **Monitoring**
    - Develop questions for collecting feedback from new starters after induction to see if any sustainable travel offers have been taken.
    - Review questions for annual staff travel survey.
  - **Information Analysis**
    - Review accessibility analysis to assess the likely potential for improving modal share of non SOV modes.
  - **Cycling**
    - Progress and promote a new bicycle secure compound off Wilmslow Road cycleway.
    - Installation of additional bicycle parking as part of Airport's Clean City Programme.
    - Monthly walkaround of bicycle facilities to assess any maintenance or security concerns.
    - External pool/hire bike scheme through TfGM for a limited period to be agreed with TfGM including major promotion.
    - Internal Pool/hire bike scheme proposal to be drafted based on feedback from pilots conducted in 2015 and 2016.
  - **Walking**

Initiate a walking program that will encourage staff to be passionate about a walking and see the health benefits that can come from including walking as part, or for their entire journey. The objectives of a walking program are as follows:

    - To develop a toolkit with a step-by-step resource to promote walking.
    - To develop a map of suggested local walking routes and amenities.
    - Encourage staff to support local businesses and engage with the local community.
    - To illustrate how walking can be incorporated into lunchtimes, breaks and business travel to support a healthier and more active workforce.
    - To train and support walking champions in delivering the long term goals of the walking program.
  - **Public transport**
    - Promotional stall for SystemOne corporate offer.
  - **Car sharing**
    - Review car share database.
  - **Park & ride**
    - Review sustainability implications as part of tender process currently taking place.
    - Continue to promote the park & ride bus as an option for staff living locally to walk to the site and catch the bus
    - Continue to promote the park & ride bus as an option for Metrolink users – i.e. arrange pick-ups from West Didsbury station.
  - **Business travel**
    - Review proposal from Car Club service provider to assess the potential savings and sustainable travel impact that could be made from signing up to a car club.
- External**
- Wilmslow Road Cycleway update.

<b>Division:</b>	Facilities	<b>Month:</b>	July 2017
<b>Report of:</b>	Bernard Flanagan	<b>Author:</b>	W Blair – Strategic travel management officer

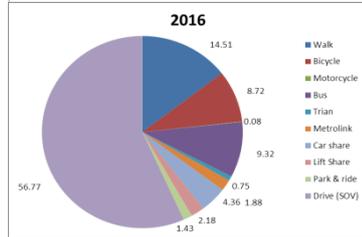
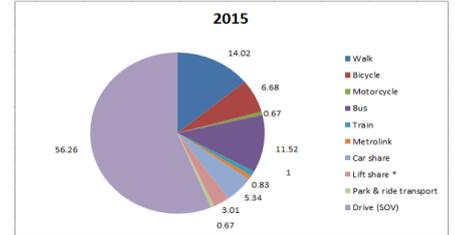
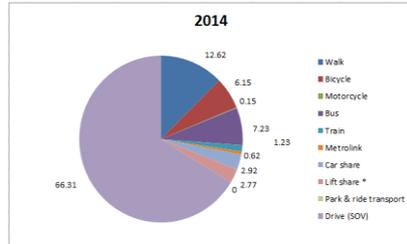
**Travel Plan : Highlight report [Quarter 2 – 2017/2018] Report 2**

<b>Division:</b>	Facilities	<b>Month:</b>	October
<b>Report of:</b>	Bernard Flanagan	<b>Author:</b>	W Blair – Strategic travel management officer
<b>Key action achieved Quarter 2 2017/2018:</b>	<ul style="list-style-type: none"> <li>• Walking Program: Supporting our local community by showing staff the local area, amenities, shops and transport hubs. In addition to getting staff more active and willing to incorporate walking into their commute.</li> <li>• Green travel plan (2014-2030) reviewed and updated with new actions suggested. (TBA)</li> <li>• Funds released for free bicycle breakfast vouchers, free maintenance and the purchase of bike maintenance stations.</li> <li>• Funds released to install a new secure compound next to Palatine Road shower/changing facilities.</li> <li>• Installation of 10 additional bicycle parking stands as part of Airport's Clean City Programme.</li> <li>• Marketing and communication strategy reviewed and updated with new actions suggested. The focus being making it more dynamic, positive and assertive. (TBA)</li> <li>• Commenced roll out of annual staff survey rolled out to entire workforce onsite. [Results released April-18]</li> </ul>		
<b>Key action planned 2017/2018:</b>	<p>Internal actions</p> <ul style="list-style-type: none"> <li>• New format for dashboard report. <b>[Completed]</b></li> <li>• Review and update the Green travel plan actions –e.g. monthly free bicycle servicing, cyclist breakfast and walking tool kit. <b>[In Progress]</b></li> <li>• Complete accessibility (post code) analysis to establish potential modal split. <b>[In Progress]</b></li> <li>• Once funding is agreed, progress with projects set out in modal shift risk assessment and business case. <b>[Funding Agreed]</b></li> <li>• Large scale campaign as part of a reviewed and updated dynamic, positive and assertive communication &amp; marketing strategy. <b>[In Progress]</b></li> <li>• Additional secure compound to be installed off Palatine Road – once funding agreed.</li> <li>• Greater Manchester Travel cards Limited to hold a promotion stall to market new SystemOne corporate offer.</li> <li>• Monthly stall to promote sustainable travel. <b>[In Progress]</b></li> <li>• Monthly free bicycle maintenance sessions to take place onsite. <b>[Completed]</b></li> <li>• Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar. <b>[Completed]</b></li> <li>• Develop an internal pool bike/hire bike scheme as part of modal shift risk assessment and business case. <b>[In Progress]</b></li> <li>• Develop a walking toolkit to launch monthly lunchtime walks working with Health and Wellbeing Lead for the Trust <b>[In Progress]</b></li> </ul> <p>External actions</p> <ul style="list-style-type: none"> <li>• TfGM Sustainable travel grants. <b>[In Progress]</b></li> <li>• Wilmslow Road Cycleway. <b>[In work]</b></li> <li>• Oxford Road priority bus lanes. <b>[Completed]</b></li> <li>• Greater Manchester Transport Strategy 2040.</li> <li>• Bus Services Bill</li> <li>• Greater Manchester Cycle Hire. [Mobike] <b>[In Progress]</b></li> </ul>		

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 ongoing 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. As part of this endorsement the Trust developed a Green Travel Plan to aim to reduce the number of staff travelling to the Withington site by single occupancy vehicle. Milestones are detailed in appendix one. The target is to ensure that less than 60% of staff travel to the site in single occupancy vehicles by 2030. Progress against this target is tracked in an annual travel survey, the results of which are shown in the table and charts below. The 2016 survey was carried out September –December 2016.

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## Background



### Staff survey statistics

	2013	2014	2015	2016
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**Actions taken  
forward (June 2017  
– September 2017)**

**Internal**

- **Green Travel Plan**
  - Green travel plan (2014-2030) reviewed and updated with new actions suggested. (TBA)
- **Finance**
  - Application commenced for a sustainable travel grant from TfGM travel choices team.
- **Communication & marketing**
  - Meeting held with TfGM marketing adviser to help develop strategy that is dynamic, positive and assertive
  - Marketing and communication strategy reviewed and updated with new actions suggested. The focus being making it more dynamic, positive and assertive. (TBA)
- **Monitoring**
  - Commenced roll out of annual staff survey rolled out to entire workforce onsite. [Results released April-18]
  - Monitoring of cycle compound/shelter/stand usage.
  - Results from the accessibility analysis have been returned from TfGM and are being reviewed.
- **Walking**
  - Transport for Greater Manchester and the Trust has commenced work on creating a bespoke walking guide for the Trust.
  - Walking programme commenced on 16th August with a taster walk, prior to full 12 week programme..
  - The walking program involves:
    - Developing a weekly walking routine – 'Walking Wednesday'.
    - Promoting the health benefits of walking, both recreationally as part of a commute.
    - Raise awareness of the local community and environment.
    - Raise awareness of public transport hubs.
    - Training up walking champions – training will be official Ramblers accreditation.
    - Development of the walking routes map covering local amenities, public transport stops and parks.
- **Cycling**
  - Cycle to work day (13<sup>th</sup> September)
    - Free bicycle maintenance sessions.
    - Cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
    - Bicycle user group meeting
  - New 20 space secure compound ordered that will be located central site near shower and changing facilities.
  - Free basic maintenance training course – 11<sup>th</sup> October.
  - Installation of 10 additional bicycle parking stands as part of Airport's Clean City Programme.
  - External pool/hire e-bike scheme through TfGM for a three month period launched October 2017 .
- **Public transport**
  - TfGM offer: Employees who currently drive to work can benefit from getting a monthly Metrolink ticket for half price.
- **Park & ride**
  - A taxi service now covers off peak times so that the shuttle bus does not drive the route empty.
- **Business travel**
  - Travel plan coordinator and Corporate Finance Manager have commenced discussions with service leads across site to gain feedback on the potential of the scheme.

**External**

- Oxford Road priority bus lanes [Completed June 2017]
- Wilmslow Road cycleway.
- Work on second city crossing [Completed February 2017]
- Chasing update on the installation of additional bicycle parking outside MCRC as part of Airport's Clean City Programme. [Completed September 2017]

<p><b>Planned activities quarter 3 (October 2017 – December 2017)</b></p>	<ul style="list-style-type: none"> <li>• <b>Green Travel Plan</b> <ul style="list-style-type: none"> <li>○ Seek approval of reviewed and updated Green travel plan (2014-2030).</li> <li>○ Travel plan coordinator to attend Smarter travel 2017, a best practice sustainable event.</li> <li>○ Management of staff car parking policy: Permit eligibility criteria to be reviewed to potential give low emission vehicles greater priority.</li> </ul> </li> <li>• <b>Funding</b> <ul style="list-style-type: none"> <li>○ Complete application for TfGM sustainable travel grant to fund bicycle compound.</li> </ul> </li> <li>• <b>Communication &amp; marketing</b> <ul style="list-style-type: none"> <li>○ A new dynamic, positive and assertive communication and marketing strategy to be ratified at the sustainable travel and car park group.</li> </ul> </li> <li>• <b>Monitoring</b> <ul style="list-style-type: none"> <li>○ Develop questions for collecting feedback from new starters after induction to see if any sustainable travel offers have been taken.</li> <li>○ Complete roll out of annual staff survey rolled out to entire workforce onsite. [Results released April-18]</li> </ul> </li> <li>• <b>Information Analysis</b> <ul style="list-style-type: none"> <li>○ Review accessibility analysis to assess the likely potential for improving modal share of non SOV modes.</li> </ul> </li> <li>• <b>Walking</b>  Conclude the walking program that will encourage staff to be passionate about a walking and see the health benefits that can come from including walking as part, or for their entire journey. The objectives of a walking program are as follows: <ul style="list-style-type: none"> <li>○ To develop a toolkit with a step-by-step resource to promote walking.</li> <li>○ To develop a map of suggested local walking routes and amenities.</li> <li>○ Promoting the health benefits of walking, both recreationally as part of a commute.</li> <li>○ Encourage staff to support local businesses and engage with the local community.</li> <li>○ To illustrate how walking can be incorporated into lunchtimes, breaks and business travel to support a healthier and more active workforce.</li> <li>○ Raise awareness of public transport hubs.*</li> <li>○ To train and support walking champions in delivering the long term goals of the walking program.</li> <li>○ Formally launch 'Walking Wednesday'</li> </ul> </li> <li>• <b>Cycling</b> <ul style="list-style-type: none"> <li>○ Installation of additional CCTV at cycle hubs.</li> <li>○ Installation of three bicycle maintenance stations.</li> <li>○ Monthly walkaround of bicycle facilities to assess any maintenance or security concerns.</li> <li>○ Monthly cycling event – voucher give away and free maintenance sessions.</li> <li>○ Internal Pool/hire bike scheme proposal to be drafted based on feedback from pilots conducted in 2015, 2016 and 2017.</li> </ul> </li> <li>• <b>Public transport</b> <ul style="list-style-type: none"> <li>○ See above* - i.e. raise awareness of public transport routes.</li> </ul> </li> <li>• <b>Park &amp; ride</b> <ul style="list-style-type: none"> <li>○ Continue to promote the park &amp; ride bus as an option for staff living locally to walk to the site and catch the bus</li> <li>○ Continue to promote the park &amp; ride bus as an option for Metrolink users – i.e. arrange pick-ups from West Didsbury station.</li> </ul> </li> <li>• <b>Business travel</b> <ul style="list-style-type: none"> <li>○ Review proposal from Car Club service provider to assess the potential savings and sustainable travel impact that could be made from signing up to a car club.</li> </ul> </li> </ul> <p><b>External</b></p> <ul style="list-style-type: none"> <li>• Wilmslow Road Cycleway update.</li> </ul>
<p><b>Appendix – Milestones</b></p>	
<p><b>2014</b></p>	<ul style="list-style-type: none"> <li>• June 2014 – SPF approved with new GTP target of 60% by 2030</li> <li>• July 2014 - £245k set aside for new shower / changing facilities</li> <li>• October 2014 – GTP communication &amp; marketing strategy developed and in place.</li> <li>• October 2014 – Personal travel planning is available to all staff for the foreseeable future through Transport for Greater Manchester.</li> <li>• November 2014 - Business case baseline assessments reviewed and amended to include sustainable travel elements.</li> </ul>
<p><b>2015</b></p>	<ul style="list-style-type: none"> <li>• June 2015 – Free Park &amp; ride pilot commences operation from Broughton Park F.C., Hough End</li> <li>• June 2015 – 6 new showers and a dry room completed and opened</li> <li>• June 2015 - Opening of the Manchester Cancer Research Centre (MCRC).</li> <li>• August 2015 –MCRC new cycling facilities opened: 20 space compound, 6 showers, drying facilities and 180 lockers</li> <li>• September 2015 – Local parking restrictions came into force (S106 agreement as part of the application 097417/FO/2011/S1 for the development of the MCRC).</li> </ul>

<p><b>2016</b></p>	<ul style="list-style-type: none"> <li>• February 2016 – Sustainable travel target for 2015 (40%) exceeded at 43.74%.</li> <li>• April 2016 – Business case approved to build cycle hub one directly linked to Wilmslow cycleway.</li> <li>• June 2016 – Parking eligibility review process commences on permit holders/ waiting list.</li> <li>• June 2016 – Tiered car park proposal presentation delivered to neighbourhood forum</li> <li>• July 2016 - Park and ride opens at Christie Fields, operating Monday – Friday between 06:00-22:00 (planning application 110657/FO/2015/S1).</li> <li>• July 2016 – Electric car charge point installed in the staff car park.</li> <li>• July 2016 – First phase of cycle hub one opens – 40 space compound.</li> <li>• December 2016 – Cycle hub one shower and changing complex opens - includes 5 showers and 38 lockers.</li> <li>• December 2016 – 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.</li> </ul>
<p><b>2017</b></p>	<ul style="list-style-type: none"> <li>• March 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.</li> <li>• March 2017 – Six members of staff receive Transport for Greater Manchester Travel Champion training.</li> <li>• May 2017 - Monthly free bicycle maintenance sessions.</li> <li>• May 2017- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.</li> <li>• July 2017 – 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.</li> </ul>

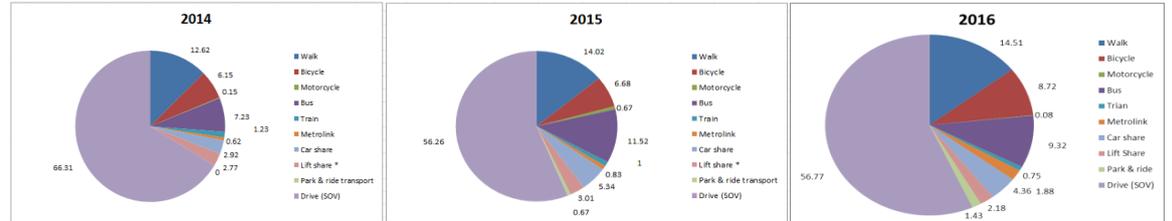
**Travel Plan : Highlight report [Quarter 3 – 2017/2018] Report 3**

<b>Division:</b>	Facilities	<b>Month:</b>	January
<b>Report of:</b>	Bernard Flanagan	<b>Author:</b>	W Blair – Strategic travel management officer
<b>Key action achieved Quarter 3 2017/2018:</b>	<ul style="list-style-type: none"> <li>• Walking Wednesday: Supporting our local community by showing staff the local area, amenities, shops and transport hubs. In addition to getting staff more active and willing to incorporate walking into their commute.</li> <li>• Green travel plan (2014-2030) draft reviewed and updated with new actions proposed. (TBA)</li> <li>• Installations commenced on the new 20 space secure compound situated near to Palatine Road shower/changing facilities.</li> <li>• Funds released to provide an additional 65 secure bicycle parking spaces located near shower/changing facilities.</li> <li>• Marketing and communication strategy reviewed and updated with new actions proposed, focusing on making it a more dynamic, positive and assertive approach. (Approved January 2018)</li> <li>• Funding released and supplier tender reviewed to provide bicycle services (e.g. ten pool bicycles, equipment, incentives etc.)</li> <li>• Annual staff survey results due April-18.</li> </ul>		
<b>Key action planned 2017/2018:</b>	<p>Internal actions</p> <ul style="list-style-type: none"> <li>• New format for dashboard report. <b>[Completed]</b></li> <li>• Review and update the Green travel plan actions –e.g. monthly free bicycle servicing, cyclist breakfast and walking tool kit. <b>[In Place]</b></li> <li>• Complete accessibility (post code) analysis to establish potential modal split. <b>[In Progress]</b></li> <li>• Once funding is agreed, progress with projects set out in modal shift risk assessment and business case. <b>[Funding Agreed]</b></li> <li>• Large scale campaign as part of a reviewed and updated dynamic, positive and assertive communication &amp; marketing strategy. <b>[In Progress]</b></li> <li>• Additional secure compound funded to be installed off Palatine Road – [Funding released].</li> <li>• Monthly stall to promote sustainable travel. <b>[In Progress]</b></li> <li>• Monthly free bicycle maintenance sessions to take place onsite. <b>[Completed]</b></li> <li>• Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar. <b>[Completed]</b></li> <li>• Develop an internal pool bike/hire bike scheme as part of modal shift risk assessment and business case. <b>[In Progress]</b></li> <li>• Develop a walking toolkit to launch monthly lunchtime walks working with Health and Wellbeing Lead for the Trust <b>[In Progress]</b></li> </ul> <p>External actions</p> <ul style="list-style-type: none"> <li>• TfGM Sustainable travel grants. <b>[In Progress]</b></li> <li>• Wilmslow Road Cycleway. <b>[In work]</b></li> <li>• Oxford Road priority bus lanes. <b>[Completed]</b></li> <li>• Greater Manchester Transport Strategy 2040.</li> <li>• Bus Services Bill</li> <li>• Greater Manchester Cycle Hire. [Mobike] <b>[In Progress]</b></li> <li>• Greater Manchester Travel cards Limited SystemOne – MCC to advise.</li> </ul>		

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 ongoing 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. As part of this endorsement the Trust developed a Green Travel Plan to aim to reduce the number of staff travelling to the Withington site by single occupancy vehicle. Milestones are detailed in appendix one. The target is to ensure that less than 60% of staff travel to the site in single occupancy vehicles by 2030. Progress against this target is tracked in an annual travel survey, the results of which are shown in the table and charts below. The 2016 survey was carried out September –December 2016.

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total number staff	3349	3492	3758														
Target percentage sustainable travel	36	40	44	45	45	48	48	48	48	48	52	53	54	55	56	58	60
Percentage sustainable travel achieved	33.69	43.74	43.23%														
Percentage single occupancy vehicle	66.31	56.26	56.77%														

## Background



### Staff survey statistics

	2013	2014	2015	2016
N° of staff surveyed	789	1682	1781	3758
Returns	394	650	599	1330
Non Returns	395	1032	1118	2339

**Actions taken forward (October 2017 – December 2017)**

**Internal**

- **Green Travel Plan**
  - Management of staff car parking policy: Permit eligibility criteria under review to potential give low emission vehicles greater priority and increasing reasonable public transport journey time from 40 minutes up to 60 minutes.
  
- **Communication & marketing**
  - Marketing and communication strategy reviewed and updated with new actions proposed, focusing on making it a more dynamic, positive and assertive approach. (Approved January 2018)
  - Funding released to develop an A3 'pocket' sized 'TravelPlan' containing both mapping and textual content is. Leaflet content to include;
    - Walking
    - Cycling
    - Public transport
    - Park and ride
  
- **Monitoring**
  - Annual staff survey results due April-18.
  - Results from the accessibility analysis have been returned from TfGM and are being reviewed.
  
- **Walking**
  - Transport for Greater Manchester and the Trust has commenced work on creating a bespoke walking guide for the Trust.
  - Walking programme now manage internally as 'Walking Wednesday'
  - Walking Wednesday involves;-
    - Promoting the health benefits of walking, both recreationally as part of a commute.
    - Raise awareness of the local community and environment.
    - Raise awareness of public transport hubs.
    - Training up walking champions – training will be official Ramblers accreditation.
    - Development of the walking routes map covering local amenities, public transport stops and parks.
  
- **Cycling**

In the staff travel survey circa 8% of staff responded that they would be persuaded out of their car if additional secure cycle parking was provided. Therefore an additional 85 secure cycle spaces have been purchased;-

  - The Christie Charity building – 5 Individual cycle lockers with internal ground anchor for additional security.
  - Palatine Road Entrance – Removal of Sheffield stands (16 spaces) and replaced with 20 Individual cycle lockers with internal ground anchor for additional security.
  - Cycle hub 2 – Expanded from 20 secure spaces to 60 secure spaces through the addition of a new compound.
  - Cycle hub 3 – A new cycle compound to provide an additional 20 secure cycle spaces.
  
- CCTV coverage added to Cycle Hub 1.
  
- MCRC cycle compound – upgraded from a padlock secured gate to digital lock with closer mechanism.
  
- Funding released for bicycle services;
  - Pool bicycle scheme
    - Bicycles;-
      - Seven new Pedal bicycles meeting BSEN14764 standards
      - Three new Electric bicycles (including battery and charging kit) meeting BSEN15194 standards
    - Services;-
      - Routine maintenance provided by a fully qualified bicycle mechanic to all bicycles ensuring they are safe for use.
      - Provide manufacturers product warranty repairs or replacements to bicycles due to defects.
    - Equipment;- e.g. helmets, locks, lights etc.
    - Staff engagement events
      - Supplier to attend site free of charge to promote Cyclescheme to staff no fewer than four occasions in the year.
      - For the purposes of staff engagement events, the Supplier will be required to provide to the Trust by agreement with the Supplier:
        - 200 High visibility vest meeting EN471standards
        - 200 Cycling Bottles
        - 200 Puncture repair kits
        - 400 High visibility bands meeting EN471standard
  
- **Business travel**
  - Travel plan coordinator and Corporate Finance Manager have commenced discussions with service leads across site to gain feedback on the potential of the scheme.

**Planned activities  
quarter 4 (January  
2018– March 2018)**

- **Green Travel Plan**
    - Seek approval of reviewed and updated Green travel plan (2014-2030). xxx
    - Seek approval of any amendments to the Management of staff car parking policy: Permit eligibility criteria under review to potential give low emission vehicles greater priority and increasing reasonable public transport journey time from 40 minutes up to 60 minutes.
  - **Funding**
    - Seek approval from TfGM to receive a sustainable travel grant to fund bicycle compound.
  - **Communication & marketing**
    - Draft A3 'pocket' sized 'TravelPlan' to be reviewed with feedback sent to developer.
  - **Monitoring**
    - Develop questions for collecting feedback from new starters after induction to see if any sustainable travel offers have been taken.
    - Analyse results from annual staff survey for submission in S106 Report [12<sup>th</sup> April 2018]
  - **Information Analysis**
    - Review accessibility analysis to assess the likely potential for improving modal share of non SOV modes.
  - **Walking.**
    - A draft of the walking map to be released by TfGM for review and feedback.
  - **Cycling**
    - Installation of 85 new secure cycle parking spaces;-
      - The Christie Charity building – 5 Individual cycle lockers with internal ground anchor for additional security.
      - Palatine Road Entrance – Removal of Sheffield stands (16 spaces) and replaced with 20 Individual cycle lockers with internal ground anchor for additional security.
      - Cycle hub 2 – Expanded from 20 secure spaces to 60 secure spaces through the addition of a new compound.
      - Cycle hub 3 – A new cycle compound to provide an additional 20 secure cycle spaces.
    - Development of cycling strategy through accessibility analyses results and annual travel survey
    - Develop proposal for Christie Spring Cycle to work week.
  - **Public transport**
    - Develop of public transport strategy through accessibility analyses results and annual travel survey.
  - **Park & ride**
    - Continue to promote the park & ride bus as an option for staff living locally to walk to the site and catch the bus
    - Continue to promote the park & ride bus as an option for Metrolink users – i.e. arrange pick-ups from West Didsbury station.
  - **Business travel**
    - Review proposal from Car Club service provider to assess the potential savings and sustainable travel impact that could be made from signing up to a car club.
- External**
- Wilmslow Road Cycleway update.

**Appendix – Milestones**

<b>2014</b>	<ul style="list-style-type: none"> <li>• June 2014 – SPF approved with new GTP target of 60% by 2030</li> <li>• July 2014 - £245k set aside for new shower / changing facilities</li> <li>• October 2014 – GTP communication &amp; marketing strategy developed and in place.</li> <li>• October 2014 – Personal travel planning is available to all staff for the foreseeable future through Transport for Greater Manchester.</li> <li>• November 2014 - Business case baseline assessments reviewed and amended to include sustainable travel elements.</li> </ul>
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2017

- March 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.
- March 2017 – Six members of staff receive Transport for Greater Manchester Travel Champion training.
- May 2017 - Monthly free bicycle maintenance sessions.
- May 2017- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
- July 2017 – 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.

## Appendix C

### 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 16<sup>th</sup> 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 3<sup>rd</sup> & 4<sup>th</sup> 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 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 & 20<sup>th</sup> March 2014 and sustainable travel day 12<sup>th</sup> 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 & 20<sup>th</sup> 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 & 20<sup>th</sup> March 2014.
  - Route planning website linked to Trust intranet – [www.transportdirect.info/Web2/JourneyPlanning/FindCycleInput.aspx](http://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.

#### Green travel support mechanisms – 2015/2016

- Strategic travel management officer attended Smarter Travel LIVE! (2016) 17<sup>th</sup> and 18<sup>th</sup> 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 12<sup>th</sup> 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 & 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 – 19<sup>th</sup> May 2015.

- National cycle to work day 3<sup>rd</sup> September 2015
  - Health & Wellbeing day 17th March 2016
  - In partnership with TfGM/Aecom a lunchtime walk was held on 27<sup>th</sup> 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 chosers 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 & patient leaflet.
  - Bus –
    - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters & 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) & intranet.
- Park & 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 & 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 & 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 & patient leaflet.
  - Bus –
    - Promoted via Chinwag (Bi-monthly staff magazine), intranet, posters & 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 SystemOne)
- Car share
  - Promoted via Chinwag (Bi-monthly staff magazine) & intranet.
- Park & 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 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.

## Green travel support mechanisms – 2017/2018

- **Green Travel Plan**
  - Green travel Plan (2014-2030) reviewed updated with new actions.
  - Transport for Greater Manchester has awarded the Trust the Travel Choices Active Travel Award for excellence in promoting cycling and walking. The award was to recognise the organisation that was demonstrating the strongest commitment to active travel to increase the number of staff using sustainable travel.
  - Transport for Greater Manchester has awarded the Trust Gold standard accreditation. The accreditation is to celebrate the success of businesses which have championed sustainable travel. The Trust has now received the Gold level for two consecutive years.
- **Finance**
  - Business case developed and approved to provide £100K funding for sustainable travel projects with respect to meeting the modal shift for 2017/2018.
- **Communication & marketing**
  - Marketing and communication strategy reviewed and updated with new actions suggested. The focus being making it more dynamic, positive and assertive.
  - Travel to the Christie sustainably leaflet developed.
  - Roller banners produced to market walking, cycling and public transport.
  - Promotion on intranet of TfGM limited special offer of 50% off a monthly Metrolink ticket for car users
  - Promotion of Christie Fields park and ride with extended hours (planning application 110657/FO/2015/S1)
    - Roller banners at Trust Corporate induction and staff dining room.
    - Flyers distributed at corporate induction and upon request
  - Staff Health and Wellbeing Event 13th April 2017 – promotion of active travel and public transport advice.
  - The Christie pledged to promote public transport offers.
- **Monitoring**
  - Monitoring of cycle compound/shelter/stand usage.
  - Results from the accessibility analysis have been returned from TfGM and are being reviewed.
  - Annual staff survey to all site users.
- **Walking**
  - Transport for Greater Manchester and the Trust has commenced work on creating a bespoke walking guide for the Trust.
  - Walking programme commenced on 16th August with a taster walk, prior to a full 12 week programme.
  - The walking program involves:
    - Developing a weekly walking routine – ‘Walking Wednesday’.
    - Promoting the health benefits of walking, both recreationally as part of a commute.
    - Raise awareness of the local community and environment.
    - Raise awareness of public transport hubs.
    - Training up walking champions – training will be official Ramblers accreditation.
    - Development of the walking routes map covering local amenities, public transport stops and parks.
  - Walking Wednesday – launched October 2017.

- **Cycling**

- Monthly free bicycle maintenance sessions.
- Monthly cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
- Cycle to work day (13<sup>th</sup> September)
  - Free bicycle maintenance sessions.
  - Cyclist breakfast – reward cyclist with a voucher for free drink and cereal bar.
  - Bicycle user group meeting
- Free basic maintenance training course – 11th October.
- Installation of 10 additional bicycle parking stands as part of Airport's Clean City Programme.
- Installation of three bicycle maintenance points across site.
- External pool/hire e-bike scheme through TfGM for a three month period launched October 2017.
- In the staff travel survey circa 8% of staff responded that they would be persuaded out of their car if additional secure cycle parking was provided. Therefore an additional 85 secure cycle spaces have been purchased;-
  - The Christie Charity building – 5 Individual cycle lockers with internal ground anchor for additional security.
  - Palatine Road Entrance – Removal of Sheffield stands (16 spaces) and replaced with 20 Individual cycle lockers with internal ground anchor for additional security.
  - Cycle hub 3 – A new cycle compound installed to provide an additional 20 secure cycle spaces.
  - CCTV coverage added to Cycle Hub 1.
  - MCRC cycle compound – upgraded from a padlock secured gate to digital lock with closer mechanism.
- Funding released for bicycle services;
  - Pool bicycle scheme
    - Bicycles;-
      - Seven new Pedal bicycles meeting BSEN14764 standards
      - Three new Electric bicycles (including battery and charging kit) meeting BSEN15194 standards
    - Services;-
      - Routine maintenance provided by a fully qualified bicycle mechanic to all bicycles ensuring they are safe for use.
      - Provide manufacturers product warranty repairs or replacements to bicycles due to defects.
    - Equipment;- e.g. helmets, locks, lights etc.
    - Staff engagement events
      - Supplier to attend site free of charge to promote Cyclescheme to staff no fewer than four occasions in the year.
      - For the purposes of staff engagement events, the Supplier will be required to provide to the Trust by agreement with the Supplier:

- 200 High visibility vest meeting EN471standards
- 200 Cycling Bottles
- 200 Puncture repair kits
- 400 High visibility bands meeting EN471standard

- **Public transport**

- TfGM offer: Employees who currently drive to work can benefit from getting a monthly Metrolink ticket for half price.

- **Business travel**

- Travel plan coordinator and Corporate Finance Manager have provided a car club provider with 2016/2017 business travel data so that a proposal can be developed.
- A proposal has been submitted to the Trust and pilot is being developed.