The Green Travel Plan

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The Green Travel Plan

1. Introduction

This Green Travel Plan has been produced to replace the 2005-2010 Travel Plan, which has successfully achieved its modal shift targets, and to support the planning application for a cancer research facility and new multi-storey car park. The context is a master plan for a series of planned developments at The Christie, some of which will occupy existing car park spaces and some of which will give rise to additional parking demand. These are:

- The first phase of the cancer research facility detailed in this planning application, a joint venture between The Christie, the University of Manchester and Cancer Research UK;
- The second phase of the facility
- A national service provision of proton beam therapy, a joint venture with University College London
- An ambulatory centre providing radiotherapy for the Christie Clinic
- A care and support service for patients, their relatives and their friends
- Further cancer research, education and support facilities.

The size of the new car park is therefore driven by the need to replace approximately 430 surface parking spaces that will be lost by redevelopment of the Kinnaird Road site and make provision for the increased demand for spaces created by a percentage of the population of these new buildings. The new developments are planned to be delivered over the next [ ] years with full demand coming on stream over the next [ ] years, as set out in the gap analysis at Appendix [ ].

The strategy therefore is to provide an increased number of on-site parking spaces immediately on completion of the multi-storey car park, thereby reducing demand for on-road parking in the order of 330 spaces, and to maintain this benefit at around the same level by driving down car usage to counterbalance increased demand. This Green Travel Plan describes the measures that will be taken to achieve those reductions by enhanced facility provisions, incentivisation proposals and the deterrent measure of on-street parking restrictions in the immediate locality of the hospital under a Section 106 Agreement.

This Travel Plan must be read in conjunction with the trust sustainable travel policy, which outlines our corporate position on improving travel choices for staff, patients and visitors and identifies responsibilities for implementation.

2. Travel plan

2.1. Baseline infrastructure

Over the last five years we have successfully achieved the modal shift targets set in 2005 as part of the 2005-2010 plan. The results of these efforts means as an organization we already have in place a number of strengths which we carry forward into the new plan:

2.2. Baseline

The following list gives a detail of what is in place, this will form a baseline for the trust, giving an understanding of what will be required to achieve the targets set out in this plan:

- An Environmental officer responsible for overseeing the development, monitoring and performance of the sustainable travel policy.
- The environment officer will co-ordinate partnership working with other organisation, where support packages are available e.g. Transport for Greater Manchester (TfGM), Manchester city council transport department, NHS hospital travel group networks.
- Car review group providing an effective advisory process to the car park program, where sustainable issues are discussed as part of planned developments
- Travel planning guidance with links to particular sites:-
    - Walkingwww.walkit.com
    - Cyclingwww.sustrans.org / www.cyclegm.org
    - Public transport (buses, trains and Metrolink) www.tfgm.com
    - Public transport (trains)www.nationalrail.co.uk
- Walking and cycling initiatives
- Bike to work schemes
- Cycle storage – secure and covered
- Support packages for bicycles and public transport ticket concessions
- Car share car parking, acceleration to the top of car park permit allocation list and reduced charges
- Provision of public service information.

In addition we continue to benefit from:

- The trust being located on good road and public transport networks;
- Bus stops close to the site;
- Metrolink services will be located within walking distance of the trust (anticipated as summer 2013)

2.3. Baseline performance

The sustainable travel plan is submitted based on the processes outlined within the sustainable travel policy.

Please see Appendix A, for results of the 2005 to 2010 travel plan modal shift pattern which indicate how well the past travel plan measures have influenced travel patterns at and around the trust. This data is used to help formulate the baseline for this new travel plan.

The following paragraphs indicate new baseline data.

2.4. On street parking surveys

On street parking surveys have now been instigated in line with the new sustainable travel policy. Baseline data will be reported upon from December 2011, on an annual basis.

Following analysis results from the survey in 2012 will be used in conjunction with the project lead to ensure actions to reduce cars parking on the streets, in proximity to the trust, are operating successfully. (See appendix B for survey report)

Specific projects may demand the frequency of the survey to be increased for a period of time following a new development.

2.5. Bike to Work Scheme (Cyclescheme)

The trust operates a bike to work scheme as detailed within the sustainable travel policy. Uptake of the scheme from the start of the contract in 2009 is as follows

Contract start date	2009
Certificates issued	56
cancelled certificates	0
Percentage uptake	2.80%
Average bike value	£548.00
Average accessory value	£91.00
no. of stores involved	19
Male take up	39
Female take up	17
Total invoice value	£35,777.18
Total client NI savings	£4,571.49

2.6. Cycle Storage.

The trust provides a number of safe, secure and accessible cycle storage areas. These are managed in line with the sustainable travel policy. Cycle store location number of cycles that can be stored and their uptake is detailed below:

Area	Spaces	Uptake
Nathan House courtyard	40	40
HTU undercroft	12	12
Multi storey car park	12	6
Central service area adjacent to HTU	20	20
A block, HR	4	0
C block, estates	4	4
Old nursery	12	0
Oak Road main entrance	10	10
Oak road patient treatment centre	10	10
Total	124	102
Uptake	82%	

2.7. Public transport ticket concessions

The trust provides financial concessions for weekly and monthly bus passes. Ticket prices are subject to change by the service provider / operator, the concession will adjust with price increases / decreases. Tickets can be purchased from the cashier's office, located at the entrance to the education centre via the main corridor.

Ticket type	Original price of ticket	Concession price from supplier	Saving per year	Up take per month
Monthly bus ticket	£42.00	£40.00	£24.00	31
Weekly bus ticket	£11.40	£10.70	£10.70	34

2.8. Car share car park

The trust provides 21 car share spaces and has allocated 31 car share permits. An access control barrier is in place and is operated via a card reader, restricting access to car share permit holders only.

Security staff patrol car parks on a daily basis to ensure that all vehicles hold a valid permit.

2.9. Car parks

The following table indicates the number of spaces available in the staff car parks and the oversubscription rate for these car parks.

Car Park	No Spaces	Permits to issue
Multi-storey	209	234
HTU	4	4
Car Share	21	24
41 Palatine Road	20	20
Kinnaird Road	229	256
Epidemiology	28	31
C-Block	21	24
Palatine Centre	28	31
Grand Total	560	624

The oversubscription rates are set at 12 % within the car park procedure,

Car parking spaces are policed against the permit allocation process. The capacity of the main car parks are monitored twice daily and reported graphically on the trust intranet. The intention is to fill the car parks to capacity.

Car park space analysis is undertaken daily and following finding spaces not being filled, additional permits will be issued. Permit allocations are reported to the trust performance board quarterly

A total of 712 permits have been issued to staff members. This increased issue of permits is directly as a result of a daily survey. The car parks are currently 27% oversubscribed and kept under continual review. (See Appendix C for the current graph)

A car park review group acts as an advisory process and within the remit includes travel applications where sustainable issues are discussed as part of planned developments. Actions from the group have included new signage to the existing car parks and new fees for permits. The current building proposals were presented and a number of discussions relevant to sustainable travel were tabled and discussed with project leads

2.10. Pricing structure

There are two payment options available to staff, either a fee direct from salary or a salary sacrifice in exchange for a permit. A review of fees was undertaken in 2011. Changes have been made to ensure that car park fees are a fair representation of the individual's salary and are not considered to be restrictive. The fees will apply to staff from November 2011

The table below indicates monthly charges for car parking which is based on a staff members banding. Prices will be subject to regular review and adjusted if necessary to ensure use of on site parking is maximised

Band	New Charges on Gross wage	Charges through salary sacrifice	Saving made through salary sacrifice
1	£14.00	£9.45	£4.55
2	£16.00	£10.73	£5.27
3	£18.00	£12.25	£5.75
4	£20.00	£13.29	£6.71
5	£22.00	£14.79	£7.21
6	£24.00	£16.04	£7.96
7	£26.00	£17.30	£8.70
8a	£28.00	£18.46	£9.54
8b	£32.00	£17.53	£14.47
8c	£32.00	£17.54	£14.46
8d	£34.00	£18.46	£15.54
9	£36.00	£19.56	£16.44
Consultants / Exec's	£38.00	£20.67	£17.00

We will continue monitoring of the car parks to ensure we achieve the optimum utilisation rates. If pricing becomes a barrier to this we commit to revising our pricing structure so that this is not the case.

2.11. Staff travelling to other NHS sites

The charges for staff who work at various sites each week (e.g. consultants) and part time staff are set as a monthly fee with the following methods to take into account staff who will not utilise the car park for the full 37.5 hour working week.

Multi-site staff

- Consultants who pay for parking at another trust, but also do some hours at the Christie are given free access to the staff car parks.
- Clinical workers who attend this site for short visits are given free access to staff car parks (e.g. radiology staff who occasionally have to attend this site from the Christie at Oldham).
- Clinical/Social workers who have to make home visits are given free access to the staff car parks when scheduled on their rota to make these visits.

Part time staff

- Part time staff are charged for parking on a pro-rata basis to take into account that they will be on site for less hours than other permit holders

3. Monitoring and Targets - Modal shift

The target for cars moving off the streets is based upon past successes of the modal shift and actions/targets detailed within this travel plan

The modal shift targets are categorised in the following five areas. This is based on the target requirement to convert 330 single occupancy vehicle drivers to a sustainable alternative:

- Walking
- Cycling
- Public transport (Tram, Bus and Train)
- Car sharing
- Over all modal shift

	Modal shift	YEAR											Totals
	5%	1	2	3	4	5	6	7	8	9	10	11	
Increase per year		60	60	60	60	60	60	60	60	60	60	60	**660**
Walking	0.5	3	3	3	3	3	3	3	3	3	3	3	**30**
Cycling	1.0	6	6	6	6	6	6	6	6	6	6	6	**60**
Public transport	3.0	18	18	18	18	18	18	18	18	18	18	18	**180**
Car sharing	0.5	3	3	3	3	3	3	3	3	3	3	3	**30**
Shift No. / Year		**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**330**

The above table is an even representation of the overall requirement of modal shift and does not indicate actual individual targets for each year across each mode type.

Natural variations, including seasonal changes, will always occur, however influences such as the introduction of the new Metrolink, proposed to be complete by summer 2013, are expected to create spikes. Additional spikes are expected for such initiatives as extended car share spaces allowing for additional permit release on block and the installation of a additional and improved facilities.

A baseline figure will be taken from the staff survey in December 2011. The annual staff survey data will provide progress reports on a year by year basis.

3.1. Modal shift - Actions

Review of the performance and targets in line with the annual staff survey will allow for necessary changes to keep the plan on track

In addition where actions are required the table below provides detailed measures to progress modal shift targets.

Mode of Transport	Measure	Action	Responsibility	Timescale
Walking	In line with the trust sustainably travel policy walking and cycling buddy groups will be encouraged. Promote journey planning with links to specific sites: www.walkit.com	<u>Promotion and communication:</u> Sustainable travel policy Intranet Chinwag Annual promotion days Wellbeing day Mens health day	TPC	Recurrent process subject to annual review
Cycling	Increase uptake of bike to work scheme	Annual promotion day with cyclescheme partner provider (Ditch your car day). <u>Promotion and communication</u>: Sustainable travel policy Intranet Payslip promotion Chinwag Team brief updates	TPC	Annually - March / April Recurrent process subject to annual review.
	Provide free cycle training for staff	Link with TfGM and bike right for training provision	TPC	Recurrent process subject to annual review
Public transport	Improve trust concessions program.	Link into contract agreements with the public transport providers, other NHS organisations and Manchester University.Bus TrainsMetrolink	TPC	Jun-12
Car share	Increase uptake of car share initiative	Annual promotion day (Ditch your car day). <u>Promotion and communication:</u> Sustainable travel policy Intranet Payslip promotion Chinwag Team brief updates	TPC	Annually - March / April Recurrent process subject to annual review.

Car parks	Concessions for cars in lower tax bands	Provision of lower parking charges to cars in the lower tax bandings	TPC	Jun-12
Staff Wellbeing	Staff annual wellbeing promotion day	Promotion of all sustainable travel modes: Walking Cycling Public transport Car share	TPC	March 2012 Annually

4. Additional resources, initiatives and implementation to deliver travel plan targets

In line with proposed developments, the trust will endeavor to reduce on street parking by encouraging and providing information to staff on sustainable alternatives to using single occupancy vehicles, to meet with targets set out within the plan.

In addition to the Section 106, the existing budget will be increased by a further £20k for the car park review group

The car park review group will become the responsible budget holder to utilise funding in support of this travel plan. This budget will be reviewed bi-annually in light of actual performance. In the first two years the budget will be used to support the following initiatives:

5. Cycling

The following cycling enhancements will be provided In addition to existing services

5.1. Bike to Work Scheme (Cyclescheme)

The target for the bike to work scheme will be based on the modal shift requirements above.

The trust will continue to provide the scheme as long as the government continue to offer this as a supportive sustainable measure.

5.2. Cycle Storage.

The trust provides 124 safe and secure cycle storage spaces at present. 20 will be removed, should planning application be approved.

The modal shift target of 60 additional staff members cycling to work will require the trust to therefore provide a minimum of 80 additional spaces over the program.

6. Facilities

The trust will enhance the following to improve the site existing facilities:

- Additional and improved changing and shower facilities
- Additional spaces for cycle storage
- Lockers for staff who are prepared to cycle, walk and jog

7. User groups

In line with the trust sustainably travel policy walking and cycling buddy groups will be encouraged

8. Public transport

The following public transport initiatives will be provided In addition to existing services:-

8.1. Public transport ticket concessions

The trust concessions program will be improved via the current communication mechanisms within the trust and in addition for staff during the induction program.

8.2. Metrolink ticket concessions

Following completion of the new Metrolink services (anticipated as summer 2013) which will be located within walking distance of the trust, a full communication exercise will be carried to promote the sustainable services.

Metrolink transport ticket concessions will be implemented as part of the communication and promotional exercise.

9. Cars

9.1. Car park management

The trust sustainably travel policy include duties of the car park review group. Responsibilities of this group will be increased to determine initiatives, implementation of future requirements including car park management and security

9.2. On street parking

Following a baseline figure, taken by on street parking surveys, monitoring will be taken annually to obtain data which identifies staff and visitors parking in localised streets.

The initial survey has been instigated in line with the new sustainable travel policy. Baseline data will be reported upon from December 2011, on an annual basis.

Following analysis, results from the survey in 2012, will be used in conjunction with the annual staff survey to ensure actions to reduce cars parking on the streets associated with the trust, in proximity to the trust, are operating successfully

9.3. Section 106

A fund will be provided for a “Section 106” agreement with the local authority. The sum is to be agreed and applied prior to the occupation of the Development for operational use

The Council must use the Commuted Sum to implement agreed parking restrictions within the vicinity of the development in Kinnaird Road, Frith Road, Rathen Road and Cotton Lane between Wilmslow Road and Heyscroft Road, such that local residents parking would be unaffected but to encourage staff working at the Christie site to use the multi-storey car park.

9.4. Car share car park

The trust currently provides 4% of the total space allocation over to a specific car share car park. The intention is to carry on to support this program. As a minimum the trust will provide an additional 15 spaces. Car sharers will accelerate to the top of car park permit allocation list with reduced charges

An access control barrier is in place and is operated via a card reader, restricting access to car share permit holders only. Security staff patrol car parks on a daily basis to ensure that all vehicles hold a valid permit.

9.5. Car parks

The oversubscription rate of 12% will be applied as a minimum. In accordance with trust policy all the car park spaces available will be kept under daily review i.e. Permits oversubscribed by 27% November 2011

The demand for parking remains high with 72 individuals on the waiting list and the survey results will be used as a guide to issue permits to staff members.

9.6. Car tax bands

Part of the new permit application pro forma, includes a request for car tax band. Analysis of this data may format the ultimate drive to only allow cars with lower CO2 emissions to use the car park.

9.7. Construction Period Temporary Parking Arrangements

Temporary parking provision is proposed throughout the construction period on the Kinnaird Road site and on the former Golden Lion site in Wilmslow Road. This is demonstrated in five phase arrangements in the drawings attached at Appendix D
A contingency arrangement for Phases 2-3 is also provided against the restricted availability of the Golden Lion site.

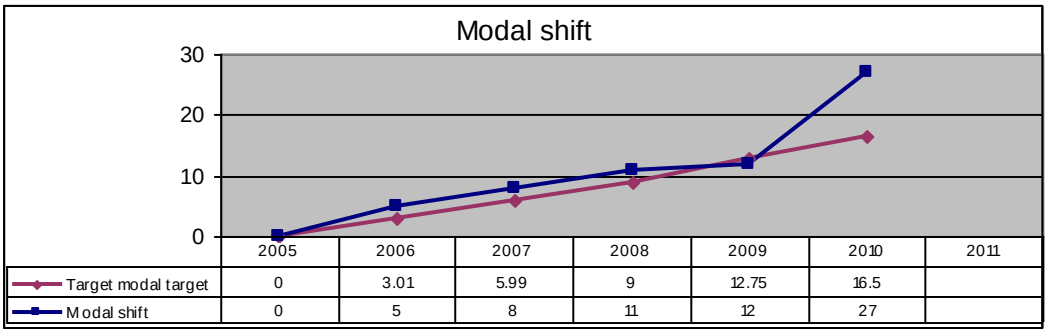
10. Communication promotional program and literature

Communication will be improved via the trust current communication mechanisms and by developing the trust induction process and literature sent out to future new staff during the induction process. In line with the sustainable travel policy the following will be applied:

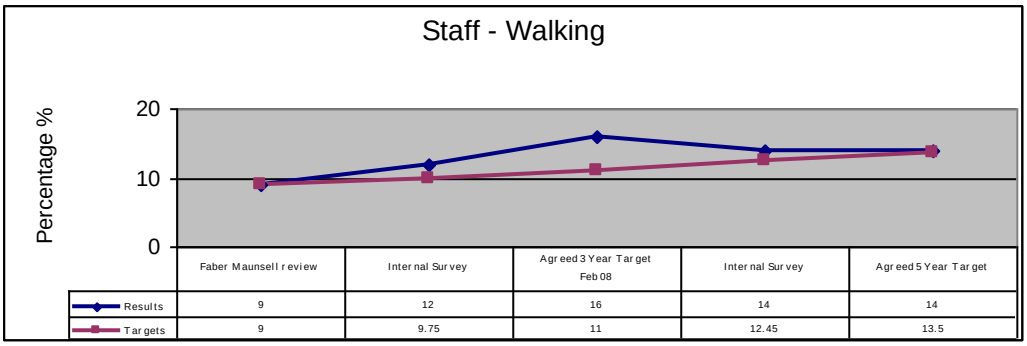
- Intranet (trust staff) information improvement including access to all the elements within the sustainable travel policy.
- Internet (external) information improvements with detailed travel information for visitors
- Updates to the trust staff magazine Chinwag, promoting sustainable travel initiatives and communicating updates.
- Updates at team brief relating to the sustainable travel policy
- Annual promotional days will take place to promote sustainable travel and specifically cycling, walking and car sharing.
- Promotion web links promoting external sustainable related items

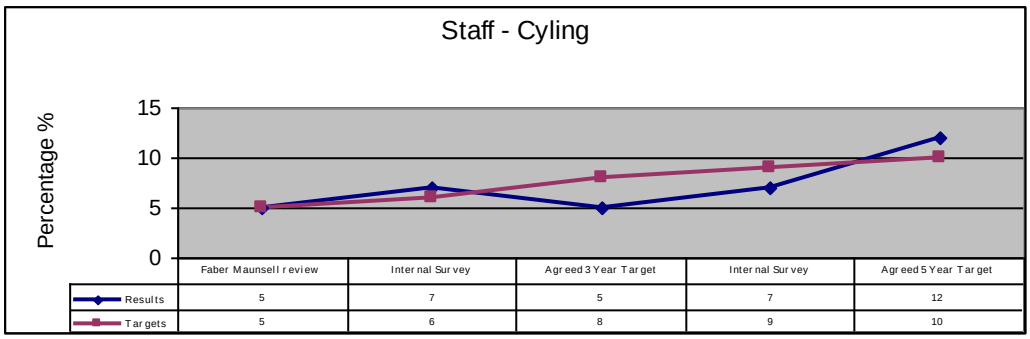
Appendix A

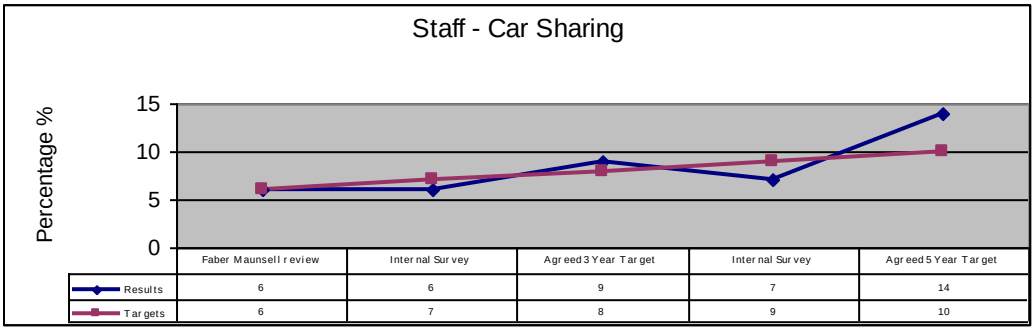
Results of the 2005 to 2010 travel plan modal shift pattern (Modal shift taken from travel surveys)

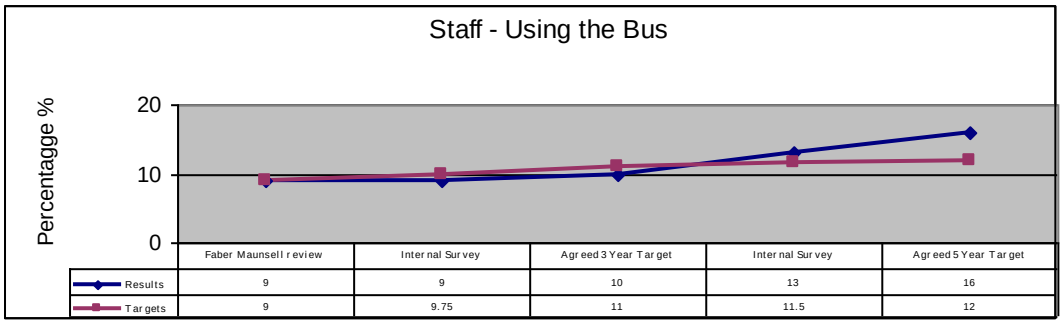


Survey	March	May		June	July	Sept
Year	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
	Original Survey	FULL STAFF Internal Survey	No survey required	MINI STAFF Internal Survey	FULL STAFF Internal Survey	MINI STAFF Internal Survey
	Faber Maunsell review		Projected	Agreed 3 Year Target		Agreed 5 Year Target
Number of returns	507	511		493	950	364
Number of staff surveyed	1800	2000		2000	2000	2500
% Percentage returns	28	26		25	48	15
Walking Targets	9	9.67	10.33	11	12.25	13.5
Walking survey	9	12		16	14	14
Cycling targets	5	6	7	8	9	10
Cycling Survey	5	7		5	7	12
Car Sharing targets	6	6.67	7.33	8	9	10
Car Share Survey	6	6		9	7	14
Bus targets	9	9.67	10.33	11	11.5	12
Public trans survey	9	9		10	13	16
Year	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Target Shift target	29	32.01	34.99	38	41.75	45.5
Target modal target	0	3.01	5.99	9	12.75	16.5
Total Modal shiftShift	29	34	37	40	41	56
Modal shift	0	5	8	11	12	27


Staff - Walking
Percentage %
20
10
0
Faber Maunsell review
Internal Survey
Agreed 3 Year Target Feb 08
Internal Survey
Agreed 5 Year Target
Results 9 12 16 14 14
Targets 9 9.75 11 12.45 13.5


Staff - Cyling
Percentage %
15
10
5
0
Faber Maunsell review
Internal Survey
Agreed 3 Year Target
Internal Survey
Agreed 5 Year Target
Results 5 7 5 7 12
Targets 5 6 8 9 10

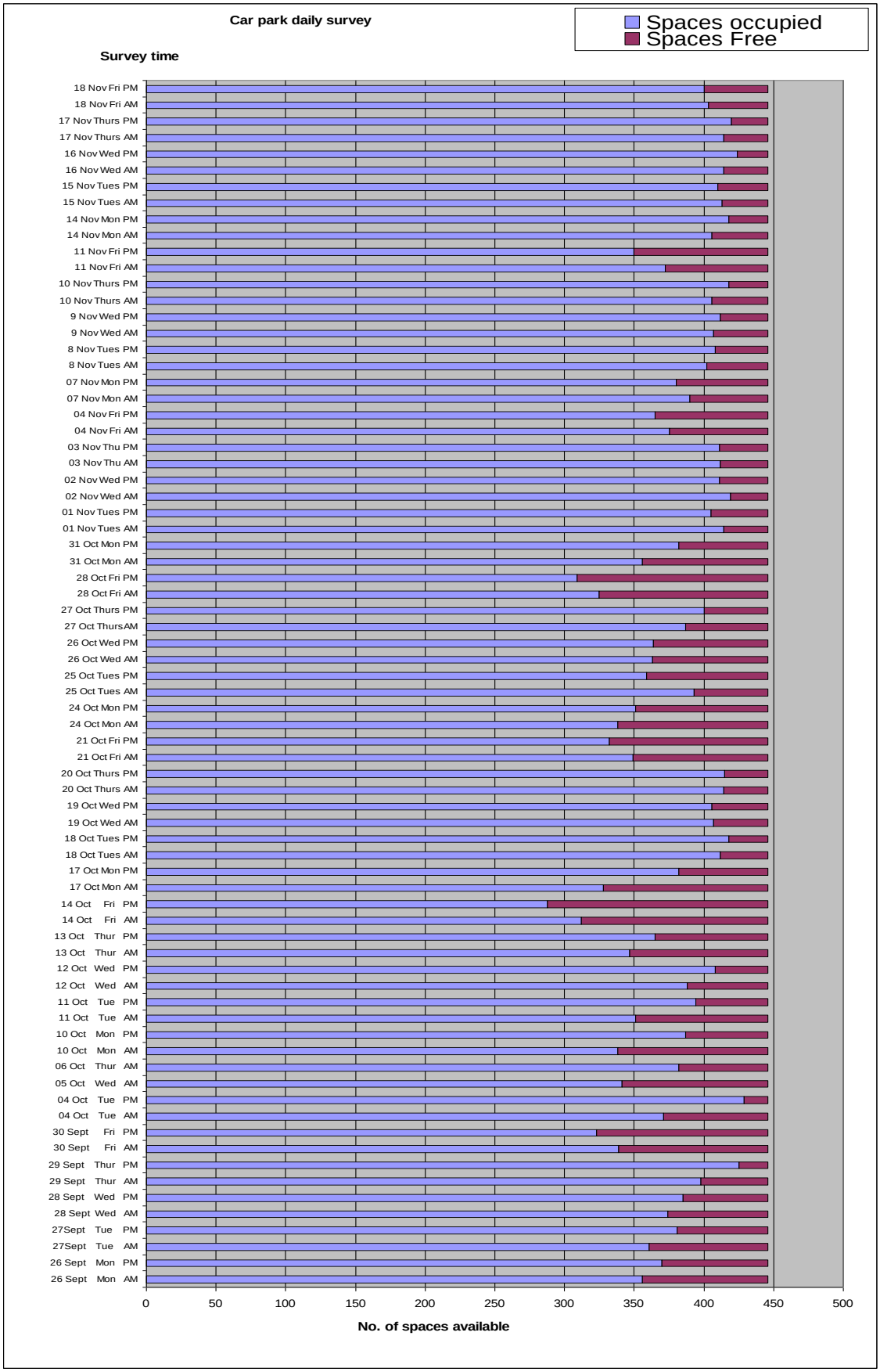

Staff - Car Sharing
Percentage %
15
10
5
0
Faber Maunsell review
Internal Survey
Agreed 3 Year Target
Internal Survey
Agreed 5 Year Target
Results 6 6 9 7 14
Targets 6 7 8 9 10


Staff - Using the Bus
Percentagge %
20
10
0
Faber Maunsell review
Internal Survey
Agreed 3 Year Target
Internal Survey
Agreed 5 Year Target
Results 9 9 10 13 16
Targets 9 9.75 11 11.5 12

Appendix B

Graph / table required from 2011 survey when completed

Appendix C


Car park daily survey
Spaces occupied
Spaces Free
Survey time
18 Nov Fri PM
18 Nov Fri AM
17 Nov Thurs PM
17 Nov Thurs AM
16 Nov Wed PM
16 Nov Wed AM
15 Nov Tues PM
15 Nov Tues AM
14 Nov Mon PM
14 Nov Mon AM
11 Nov Fri PM
11 Nov Fri AM
10 Nov Thurs PM
10 Nov Thurs AM
9 Nov Wed PM
9 Nov Wed AM
8 Nov Tues PM
8 Nov Tues AM
07 Nov Mon PM
07 Nov Mon AM
04 Nov Fri PM
04 Nov Fri AM
03 Nov Thu PM
03 Nov Thu AM
02 Nov Wed PM
02 Nov Wed AM
01 Nov Tues PM
01 Nov Tues AM
31 Oct Mon PM
31 Oct Mon AM
28 Oct Fri PM
28 Oct Fri AM
27 Oct Thurs PM
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12 Oct Wed AM
11 Oct Tue PM
11 Oct Tue AM
10 Oct Mon PM
10 Oct Mon AM
06 Oct Thur AM
05 Oct Wed AM
04 Oct Tue PM
04 Oct Tue AM
30 Sept Fri PM
30 Sept Fri AM
29 Sept Thur PM
29 Sept Thur AM
28 Sept Wed PM
28 Sept Wed AM
27Sept Tue PM
27Sept Tue AM
26 Sept Mon PM
26 Sept Mon AM
0
50
100
150
200
250
300
350
400
450
500
No. of spaces available

Appendix D

Five phase arrangements in the drawings