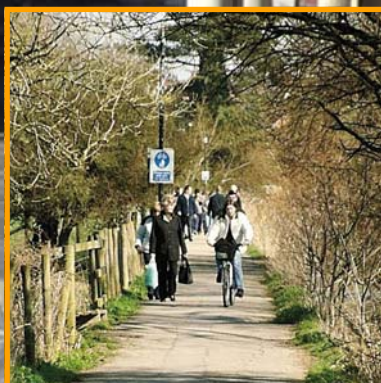


A **Smarter** way to work

A Travel Plan for the
Salisbury District Council
Bourne Hill Office
Redevelopment





Foreword

A Smarter Way to Travel is about travelling in a way that benefits each of us. It's a well-accepted fact that driving can cause stress in our everyday lives. Then there is the damage to our environment and health through pollution and poor air quality. Salisbury District Council's travel plan is about practical alternatives, making sure that all our employees who will be based at the new Bourne Hill offices will have a sustainable choice of methods of getting to work and travel options whilst at work.

Reducing congestion and encouraging green or sustainable travel is a major government priority. Part of how the government hopes to achieve a balanced transport system in the UK is through the development of travel plans to reduce single-occupancy car journeys to work. Councils have an important role to play in leading by example.

Salisbury District Council is already actively involved through developing our own travel plan and we support the work of Wiltshire County Council's Workplace Travel Plan team in helping other south Wiltshire employers (and schools) to create their own travel plans. The aims of this travel plan are in tune with the aims of the Salisbury Transport Plan, a package of measures that aims to reduce traffic entering the city centre.

Within this Travel Plan, we have explained the travel choices that exist for council employees and have outlined what we intend to do over the next four years to encourage everyone to change their travel habits. We have set targets and firmly believe that these are attainable.

The success of the plan depends on our own commitment towards it and it is now up to us to show that together we can start to benefit from "A Smarter Way to Work".

David Crook, Acting Chief Executive
Councillor Donald Culver, Portfolio Holder for Resources

Two handwritten signatures in blue ink. The first signature is 'D. Crook' and the second is 'Donald Culver'.

Travel Plan for the Salisbury District Council Bourne Hill Office Redevelopment

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1. Introduction

The overall aim of this Travel Plan is to seek to ensure that staff and visitors use more sustainable forms of transport to get to Bourne Hill than single occupancy car travel.

Traffic congestion costs the UK economy between £15 and £20 billion annually and is a major contributor to the country's greenhouse gas emissions. Transport is a growing contributor to climate change, and increased traffic results in problems of deteriorating air quality and noise for urban communities. Many of the journeys which contribute to this congestion are employees going to, from and for work and, in many instances, these journeys would be more efficient if the car was replaced by alternative modes of transport, such as cycling or walking, public transport, park and ride or car sharing.

Salisbury District Council recognises that, as a major employer in the area, it has a key role to play in reducing traffic congestion within Salisbury City Centre. Salisbury is a mediaeval market city containing many buildings of architectural and historic interest, notably St. Mary's Cathedral with its famous spire. Residents and visitors value the city's unique setting, landscape and special character. Increased car ownership and use, and the resultant traffic congestion can have an adverse effect on these important qualities. As a result, the District Council has made reducing traffic congestion in the city one of its seven political priorities. This Travel Plan will also contribute to its core values of:

- working together with other organisations to develop a better, more sustainable district;
- being open and honest, continually trying to improve and learn;
- achieving practical results and giving excellent value for money through well-motivated employees who enjoy working for a progressive employer.

Salisbury District Council has an Air Quality Action Plan, which aims to improve air quality at a number of city centre locations. The Council is also responsible for implementing the Salisbury Transport Plan, in conjunction with Wiltshire County Council. This aims to reduce traffic flows within the city centre and encourage greater use of public transport, walking and cycling. A key plank of this policy is the introduction of a ring of Park and Ride sites on each of the main approaches to Salisbury. Significant progress has already been made to improve the quality of the street scene within the city centre and to reduce the impact of traffic. Further measures will be developed and implemented in the period up to 2011.

This Travel Plan contains four specific objectives, to:

1. Lead by example;
2. Reduce unnecessary travel and encourage the use of more sustainable modes of transport;
3. Facilitate the use of sustainable travel by improving facilities and providing information; and
4. Ensure that all staff are aware of the Travel Plan.

The co-location of all the District Council's administrative departments under one roof on an expanded Bourne Hill campus from 2008/09 provides an opportunity to build upon the previous Travel Plan produced in 2001, bringing it up to date and in line with current best practice.

2. The Rationale for having a Travel Plan

What is a Travel Plan and what can it achieve?

A Travel Plan is a package of measures and incentives designed to widen travel options of staff and visitors. Travel Plans are an opportunity to raise the awareness of organisations and their employees about the consequences of their travel choices and the benefits of choosing suitable alternatives. They aim to minimise the impact of travel on the environment whilst at the same time contributing to improvements in:

- the level of traffic congestion;
- personal health and fitness;
- accessibility for all;
- local air quality; and
- 'greenhouse gas' emissions.

These improvements can be achieved by:

- reducing the level of unnecessary travel; and
- encouraging those who have to travel to do so in a way that minimises the environmental impact.

The Benefits of this Travel Plan

This travel plan and the measures contained within it will provide eight key benefits to individual employees, the Council as a whole and the wider community:

- Improved staff recruitment and retention by offering incentives to staff who travel more sustainably and by reducing travel costs for staff;
- Improved physical and mental health of staff leading to increased productivity and reduced absenteeism;
- Reduced council contribution to local air pollution;
- Reduced council contribution to greenhouse gas emissions by improving transport energy efficiency;
- Increased awareness of the importance of more sustainable forms of travel among south Wiltshire residents and businesses;
- Improved economic efficiency of council services;
- More accessible services for the council's customers;
- Improved reputation due to the council showing strong leadership and environmental stewardship.

How this Travel Plan was developed

This Travel Plan builds on the package of travel incentives made available to staff in the Council's 2001 Green Travel Plan. In late 2004, it was recognised that the Council needed to review and update its Travel Plan, setting targets for future modal shift away from single occupancy car travel. In particular it was recognised that staff parking arrangements needed to be revised. The introduction of charges for staff

choosing to park in car parks close to their offices was seen as necessary in order to bring the Council's staff parking policy in line with emerging best practice.

The consultation process undertaken

In September 2004, an options paper on approaches to the management of staff parking was produced by the Policy Director responsible for transportation issues. This was considered by the District Council's Management Team, who recommended the introduction of charging for staff parking within the city centre. A subsequent review of the Travel Plan commenced in August 2005, led by a steering group comprising the Policy Director responsible for transport issues, the Service Unit Head for Forward Planning and Transportation and officers from the Personnel and Forward Planning and Transportation Units. By January 2006, the steering group had produced a set of revised proposals for staff parking arrangements (including the introduction of staff parking charges for non-essential car users). The proposals also included improved incentives to use public transport, the introduction of a minimum mileage threshold for posts to qualify for an essential user car allowance and a policy on staff attending evening meetings. These proposals were circulated to union representatives for comment. Following a process of dialogue, an agreement between the District Council and union representatives was signed during February 2006. This agreement came into force on 1st April 2006.

Most of the measures contained within the Action Plan in section 7 have been informed by the results of the staff travel survey carried out in September 2006. The draft version of this plan was circulated for consultation with the Office Project Manager, the Head of Forward Planning and Transportation and the Policy Director with responsibility for Transportation. Their comments and suggestions have been incorporated into this plan.

Why the plan covers the areas it does

The co-location of all Council departments (other than the Commercial Services section of Environmental Services), the Print Unit and the Parking Ambassador team) at an expanded office site at Bourne Hill provides an opportunity to make:

- Improvements in provision for car sharing;
- Improvements for pedestrians, cyclists and motorcyclists;
- Improvements for public transport;
- Reductions in car usage for business travel; and
- Introduce more flexible approaches to working.

The Travel Plan covers these modes of travel because they offer the greatest scope to reduce levels of single-occupancy car travel by staff and visitors to the Bourne Hill site. This document draws together the initiatives from the 2001 Green Travel Plan with the measures introduced in April 2006, supplemented by further measures in line with national best practice.

Consideration of those with special needs

The Travel Plan has considered the needs of staff with permanent or temporary disabilities. Where such employees find it difficult to walk long distances, they will be allowed free car parking as close to the Bourne Hill office as possible.

Blue badge parking for disabled visitors to the offices will be provided in close proximity to the building.

3. Aims and Objectives of the Travel Plan

3.1 Aim

The overall aim of this Travel Plan is to seek to ensure that staff and visitors use more sustainable forms of transport than single occupancy car travel.

The general aims of this Travel Plan are:

- To reduce car usage by council staff, thereby improving physical activity and health;
- To reduce trips on council business undertaken by private car;
- To contribute towards making council services more accessible to users;
- To reduce the council's contribution to greenhouse gas emissions and local air pollution; and
- To ensure that the council shows strong leadership and sets a good example to other employers in the District.

3.2 The objectives of this Travel Plan are:

3.2.1 To lead by example

It is important that the council demonstrates its commitment to travel planning and the use and promotion of all forms of sustainable transport. Producing and delivering a robust Travel Plan will set a good example to other employers through making a commitment to the long-term well-being of the area.

3.2.2 To reduce unnecessary travel and encourage the use of more sustainable modes of transport

Salisbury District Council will look to:

- Reduce the number of employees travelling to work alone by car and promote the sensible use of cars;
- Increase the use of car sharing, public transport, park and ride, cycling and walking;
- Reduce the proportion of staff and visitors parking at or adjacent to the Bourne Hill offices;
- Set an example, and promote good practice to other local employers and the community;
- Encourage links with similar travel plans in other organisations; and
- Set targets and timescales for achieving these aims.

3.2.3 To facilitate the use of sustainable travel by improving facilities and providing information

Providing an infrastructure that allows good access to all forms of transport, with provision for those who choose to walk, cycle, use public transport, a motorbike, lift-sharing or driving their car. This means providing facilities such as changing areas and showers, so that those who are walking or cycling are properly catered for.

Liaising with Wiltshire County Council and public transport service operators to provide information about bus services into and within Salisbury. A co-ordinated approach will be followed.

This will be done by the Travel Plan Co-ordinator, who will be the post-holder of Transportation Planner, together with relevant partners.

3.2.4 To ensure that all staff are aware of the Travel Plan

The council will look to raise awareness of staff of the Travel Plan through appropriate means. Messages to be promoted will include information about options for travelling to and from work and measures that the District Council have put in place to support the Travel Plan.

As the Travel Plan evolves, it will be appropriate to consider the adoption of further objectives and revision of targets, when it is reviewed in September 2008, so that the plan is seen as a working document.

4. Achievements of the 2001 Green Travel Plan

Below is a summary of initiatives that have been undertaken since the introduction of the 2001 Green Travel Plan:

- Provided all staff with a copy of the 2001 Green Travel Plan, including the Salisbury & Wilton Cycle Map and guide; an *Add Up Your Car Costs* leaflet and bike loan application forms;
- Offered staff the option of applying for a city centre parking permit buyout – for a limited period in early 2001 and again since April 2006 (the buyout has been taken up by 66 staff to date);
- Introduction of a mileage rate payment for staff using their own bikes for work business trips of 35.8 pence;
- Introduced a guaranteed taxi ride home service for staff registered as lift-sharers for use in case of an emergency;
- Installation of a shower and changing area within the building at Bourne Hill;
- Purchased a fleet of five Pool Bikes (with current utilisation rate of 25%);
- Introduced fleet of three Pool Vehicles – one of which has a Euro 4 diesel engine (with average utilisation rate of 46% - varies from month to month from 34%-67%);
- Introduced a £1000 loan for bicycle purchase (taken up by 4 staff), with a further £25 voucher to use towards cycle equipment;
- Introduced free staff parking at the four Park & Ride sites on radial routes into Salisbury;
- Introduced an interest-free annual season ticket loan for public transport services (bus and rail) – this offer has been taken up by 13 staff;
- A growing proportion of the Commercial Services light goods vehicle fleet, refuse collection vehicles and housing repairs van fleet have Euro 3 & Euro 4 diesel engines and are fitted with particulate traps for to reduce emission levels;
- Introduction of a Home Working policy for staff - most recently updated in May 2006 (24 staff currently work from home on a regular basis);
- New entrants joining since November 2000 are not eligible to receive a parking permit if they live within a 2 mile radius of Bourne Hill;
- Introduction in April 2006 of public transport subsidy of £484 towards cost of a public transport annual season ticket (14 staff have taken up this option).
- Introduction in April 2006 of staff parking charges of £5 per week for city centre parking for casual users (except where no park and ride site is available), increasing to £10 per week in April 2007, and £15 per week in April 2008;
- Promotion of www.liftsharewiltshire.com through e-mails and displays; and

- Promotion of national sustainable travel initiatives through week-long displays with leaflets within Bourne Hill, promoted to staff via e-mail (e.g. National Bike Week in June, National Liftshare Day in June and European Mobility Week/ In Town Without My Car Day and Welcome to Walking Week in June).

5. Bourne Hill Site Audit

The site audit that follows is a combination of work undertaken by Mott MacDonald, who produced the Transport Assessment for the Office Centralisation planning application, supplemented by desk research and detailed information from officers working on the Bourne Hill office project and staff details from the People and Organisational Development service unit.

5.1 Site location

Salisbury District Council is a medium sized employer based in the City Centre of Salisbury. **Figure 5.1** shows the location of the Bourne Hill offices.

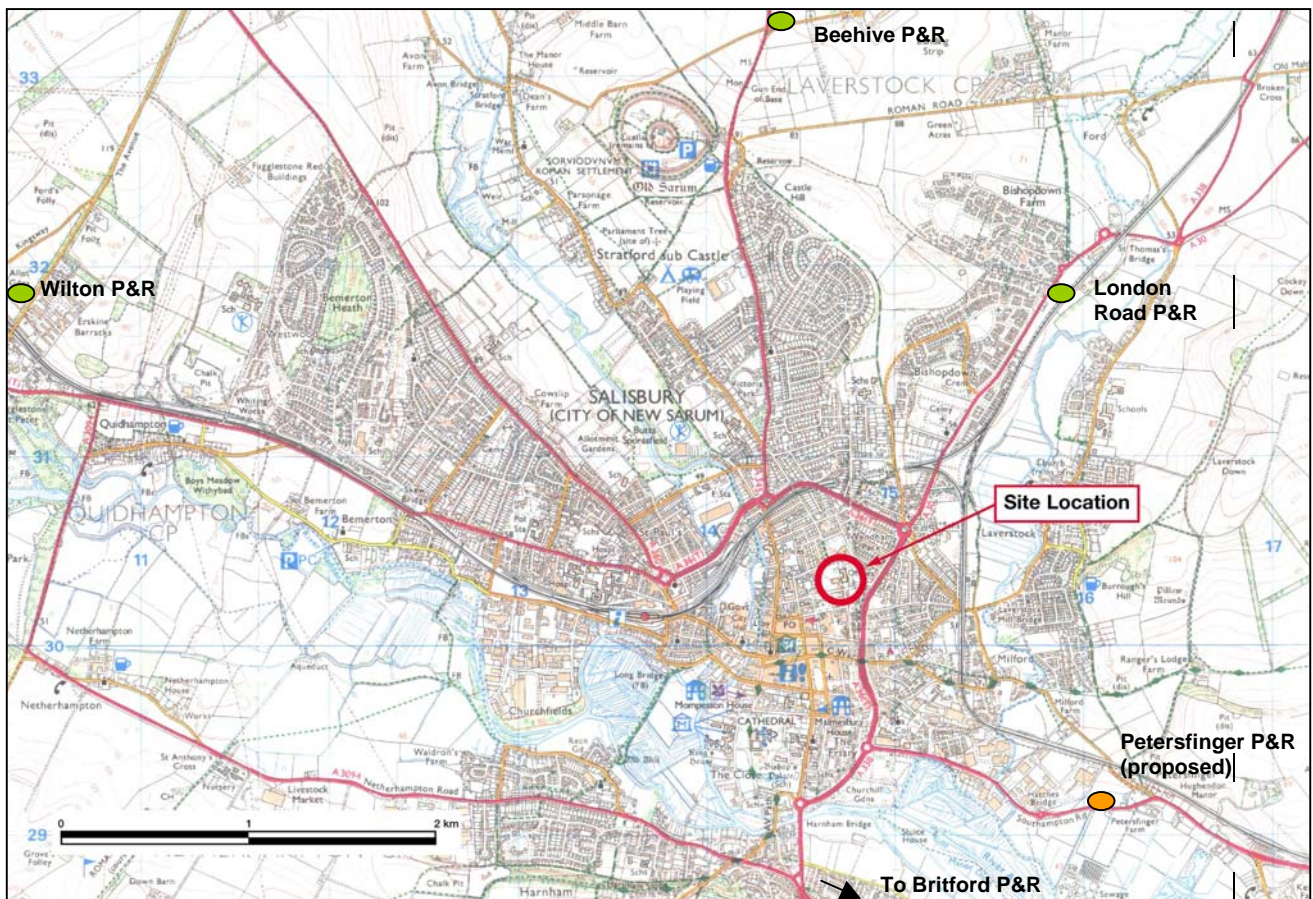


Figure 5.1 – Location of Bourne Hill site

In March 2006, 158 staff were employed at the Bourne Hill office site, 76 staff were based at Pennyfarthing House, 12 staff at offices in 3 Rollestone Street, 13 staff at 16 Endless Street, 5 staff at 24 Endless Street, 3 staff at 37 Endless Street (plus a further 6 Wiltshire County Council staff), 88 at 26 Endless Street, 64 staff at 61 Wyndham Road and 8 staff at 95 Crane Street. Having nine different office locations makes it difficult for the public to know where to visit for particular services. By 2008/09 the intention is to centralise the majority of staff at an expanded Bourne Hill office site, and provide a “one-stop shop” for customers.

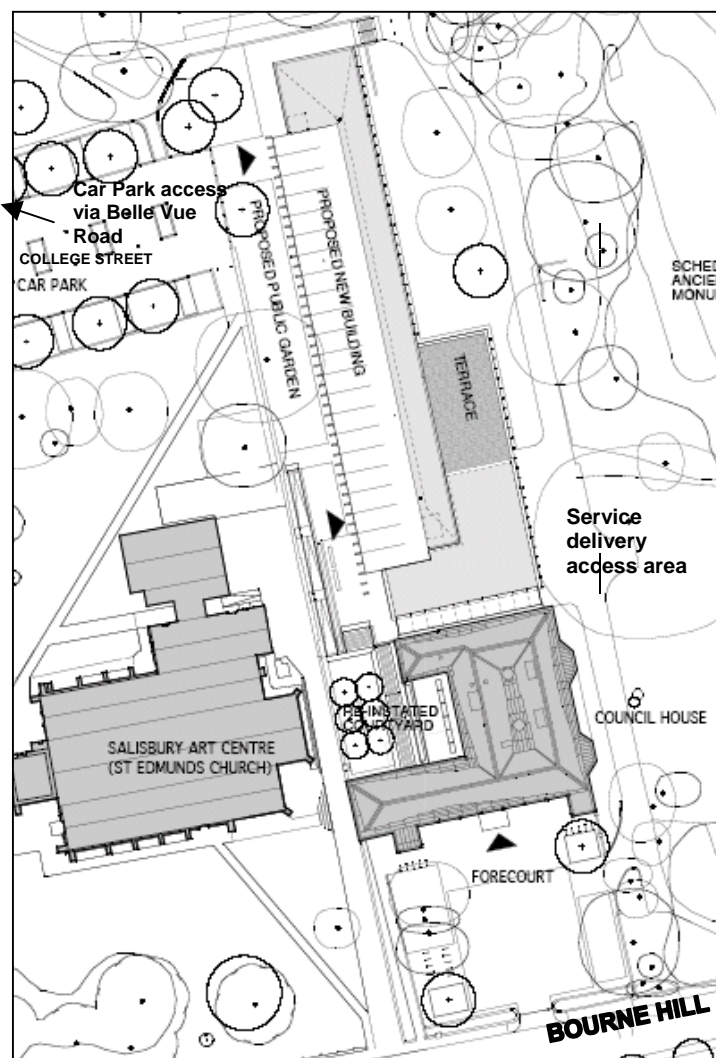
Approximately 310 employees will work at the Bourne Hill site. The remainder of council employees (Environmental Services staff, and the Print Unit) will work at Churchfields Depot, on Churchfields Industrial Estate. This Travel Plan will cover all 310 District Council staff to be based at the new office site at Bourne Hill. **Figure 5.2**, overleaf is a layout plan of the proposed Bourne Hill office redevelopment.

Figure 5.2 – Plan of proposed redeveloped Bourne Hill office site

The site will comprise the existing listed Council House building (1250 square metres gross floor area - at the southern end of Fig 4.2), and a new three-storey extension (4000 sq m). Overall there will be a total gross floor area of 5250 sq m.

The ground floor of the listed building will be leased to Wiltshire County Council for use by its Register Office. Parking will not be permitted in front of the listed building, except limited short-term parking for special events.

The remainder will accommodate all of the Council’s office staff. The public entrance to the District Council office will be mainly via the existing front entrance, or via a new entrance on the western side of the new offices. There will be a glazed link corridor to take visitors from the front entrance through to the new customer reception area in the extension. A staff only entrance will be located at the north western corner of the building.



5.2 Staff details

There will be approximately 310 District Council staff based at the Bourne Hill site. This is based on the assumption of between 75% and 85% of the total establishment will work within the building at any one time. This assumes that full and part time staff will desk-share and a higher level of regular working from home than is currently the case. Should the District Council’s housing stock be transferred to a housing association, then 52 staff from the Housing Management service unit would also transfer across. The following service units (and their staff numbers) will be based at the expanded Bourne Hill campus:

Democratic Services (18);	Customer Services (27);
Legal and Property (19);	Revenues and Benefits (46);
Community Initiatives (18);	People & Organisational Development (14);
Forward Planning and Transportation (35);	Development Services (50);
Environmental Health (excluding Environmental Services staff) (36);	
ICT Services (23);	Financial Services (26);
Strategic Housing (36); and	Management team (11);
	Marketing, Economic Development and Tourism (16).

It is anticipated that the SDC council offices will be open to the public between the hours of 8.30am until 6.00pm Monday to Friday, on Saturday mornings, and possibly

one evening per week until 7.00pm. The offices will be open to staff between 7.00am and 7.00pm weekdays and on Saturday mornings.

As the Bourne Hill office site is located a short walk from the retail area of Salisbury City Centre, the decision was made to not provide a restaurant or canteen facility within the development.

5.3 Car Parking Arrangements

The completion of the Office Project would see the capacity of College Street car park reduced from 152 spaces to 97 spaces. This public car park is currently designated as a long stay car park (pay & display). At the moment, this car park is used primarily by long stay commuters (including District Council staff and staff employed by other companies in Salisbury, such as Friends Provident), with some use by shoppers. Overnight, between 6pm and 8am, the car park may be used by Residents' Parking Zone A permit holders. Currently, only Essential Car Users and staff who travel into Salisbury via the A36 Southampton Road are entitled to free parking in College Street. All other staff who wish to park in this car park need to pay.

Staff who drive more than 8,500 business miles in one year will receive substantially lower mileage rates. Staff are discouraged from driving their private car to and from training courses or conference events by The Council only providing 50% of their mileage rate for such journeys.

With the completion of the Office Project, 58 parking spaces will be allocated for staff or visitor use within the existing College Street public car park, which is to the north of the Arts Centre. These will include 6 disabled parking bays. The remaining 39 spaces will be for general public use as pay and display parking. In addition, another 100 (approx) essential car users will be provided with permits for city centre car parks. The classification of Essential Car User is based on a mileage threshold of 1,500 business miles per year. However, a review of car user allowances is currently being undertaken in full consultation with union representatives, exploring the scope to reduce the cost of car allowances to the Council.

5.4 Access by walking

The Bourne Hill site is within reasonable walking distance of many residential areas within Salisbury. As Figure 5.3 taken from the Salisbury Walking Map shows, it is also close to many city centre facilities. Bourne Hill is a ten minute walk from the Market Square in the City Centre, a five minute walk from the Bus Station and a fifteen minute walk from Salisbury railway station. In 2002, the County Council undertook pedestrian enhancement of streets including Bedwin Street and Bourne Hill. This traffic calming scheme involved constructing speed humps, wider pavements, and safe crossing points.

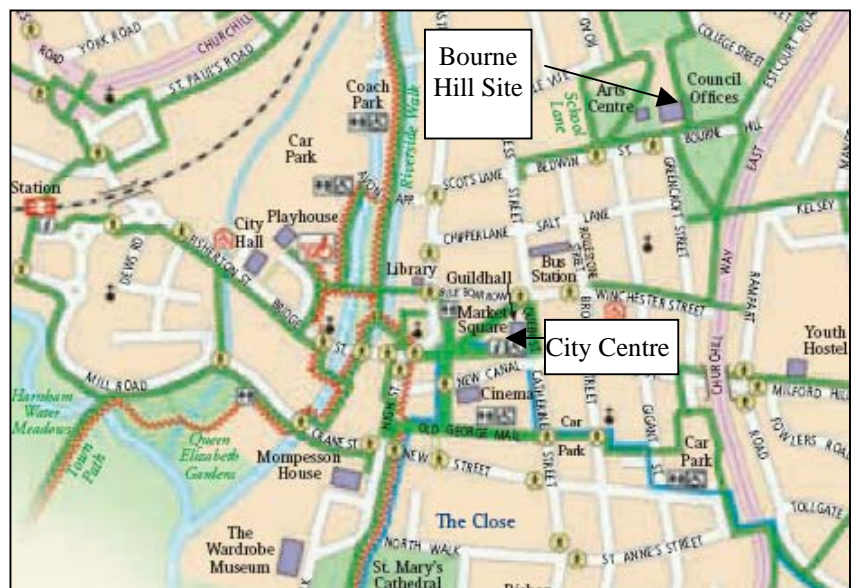


Figure 5.3 – Walking routes from Bourne Hill to city centre

5.5 Access by cycle

The Bourne Hill site lies within the Salisbury City Centre 20mph speed limit zone, and a number of routes forming part of the local cycle network run around the east and south of the site. Most of the built up area of Salisbury is within 2 miles of Bourne Hill. This is considered to be a reasonable distance to cycle Figure 5.4, taken from the Salisbury Cycle Map shows the network of cycle routes in and around the city centre, including Bourne Hill. The offices are located within 460 yards of National Cycle Network route 45, which runs from Salisbury Cathedral, northwards to Gloucester via Amesbury and Durrington. NCN route 24 also runs through Salisbury, and connects Southampton to Bath. Route 24 links the communities of Wilton and Quidhampton to the west and Alderbury and Whaddon to the east with Salisbury. All of these are within reasonable cycling distance of Salisbury city centre.

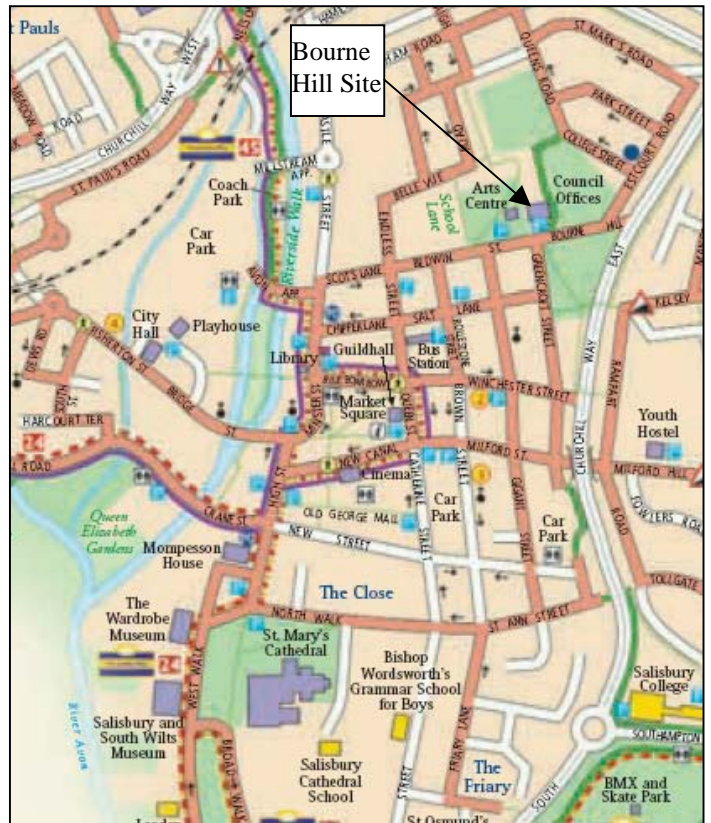


Figure 5.4 – Map showing local cycle routes

5.6 Access by public transport

5.6.1 Bus

The Bourne Hill offices are located within 400 metres of Salisbury Bus Station (a walking time of less than 5 minutes). The majority of bus services originating outside Salisbury are routed via the bus station. All Salisbury City services and Park & Ride use the bus stops located at either Blue Boar Row or New Canal. These locations are shown on Figure 5.5.

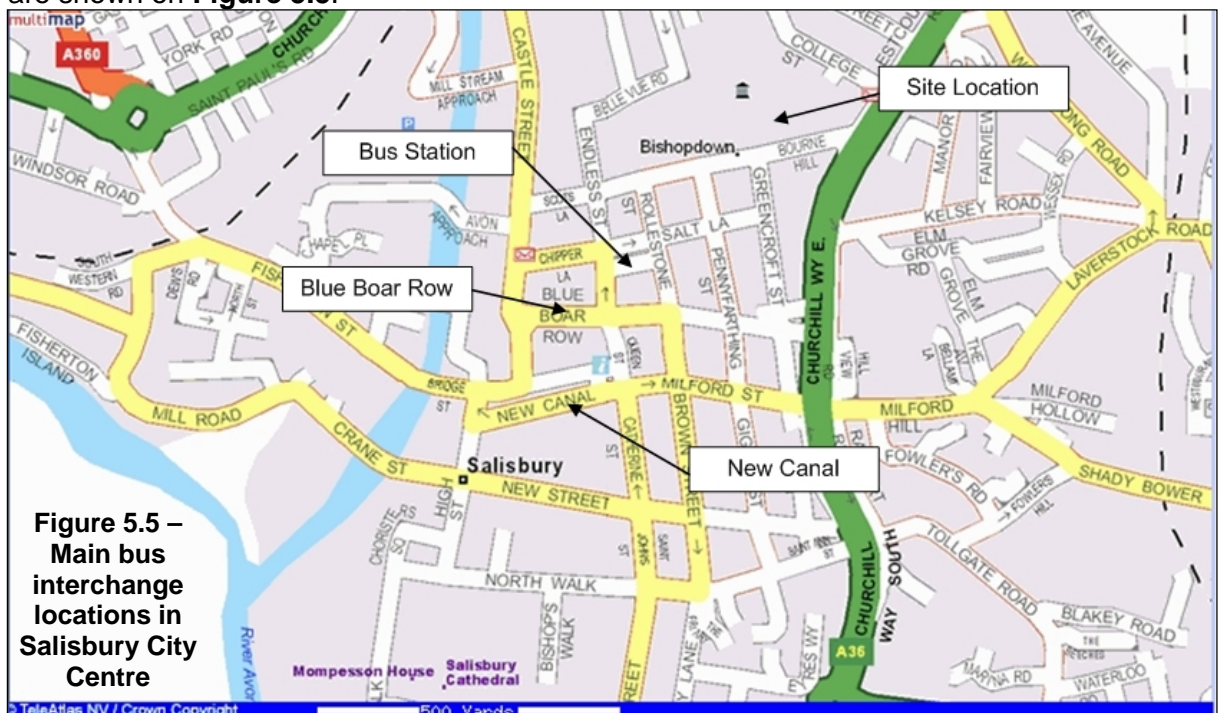


Figure 5.5 – Main bus interchange locations in Salisbury City Centre

These locations are no more than a ten-minute walk from Bourne Hill. There are regular bus services available which link the Bourne Hill offices to the suburbs of Bishopdown, Milford Hill and Laverstock and bus stops with real time information are located outside the site on Bedwin Street. Due to the constrained nature of the footways in this location, it has not been feasible to provide bus shelters at the nearest stops to the site, located on Bedwin Street (just west of the junction with Greencroft Street). Most local bus services are operated by Wilts and Dorset.

Bus services 57, 72 and 73 are routed along Bedwin Street and Bourne Hill. All other bus services are a short walk away. A summary of bus services is provided in **Table 5.1** below.

Service Number	Operator	Route Summary	Service Frequency (Weekday 0800-1800)
Bedwin Street/Bourne Hill Services			
57	Wilts & Dorset	Endless St-Bourne Hill-Estcourt Rd-London Rd- Bishopdown -London Rd-Estcourt Rd-Bourne Hill-Blue Boar Row	Every 15 mins
72	Wilts & Dorset	Endless St-Bourne Hill-Estcourt Rd- Laverstock -Estcourt Rd-Bourne Hill-Blue Boar Row	Every 30 mins
73	Wilts & Dorset	Endless St-Bourne Hill-Estcourt Rd-London Rd- Bishopdown Farm -London Rd-Churchill Way-Milford St-New Canal	Hourly
Salisbury & Wilton Urban Services			
Pulseline	Wilts & Dorset	Bemerton Heath -Devizes Road-Railway Station-Fisherton Street-Blue Boar Row-Exeter Street-Odstock Road- Salisbury District Hospital -Exeter Street-New Canal	Every 10 mins
60/ 60A / 61	Wilts & Dorset	Waterditchampton/Bulbridge- Wilton -Quidhampton-Wilton Road-Fisherton Street-Blue Boar Row	Every 15 mins
55	Wilts & Dorset	West Harnham -Harnham Road-Exeter Street-New Canal-Blue Boar Row	Every 30 mins
62	Wilts & Dorset	Pauls Dene -Castle Road-Castle Street-Blue Boar Row	Every 30 mins
Regular Bus Services in from neighbouring towns/ villages			
5/6	Wilts & Dorset	Durrington-Amesbury-Boscombe Down -Salisbury Bus Station	Every 30 mins
8	Wilts & Dorset	Tidworth-Bulford-Amesbury -Salisbury Bus Station	Every 30 mins
Pulseline	Wilts & Dorset	Woodfalls-Redlynch-Downton-Nunton-Odstock -Salisbury (New Canal)	Every hour
X4	Wilts & Dorset	Fordingbridge-Downton-Britford -Salisbury Bus station	Every hour

Table 5.1: Urban & Rural Bus Service Summary

5.6.2 Rail

As discussed in **Section 5.4**, Salisbury rail station is located approximately 1.5 km from Bourne Hill, and the walking time between the locations is 15 minutes. Salisbury is located on two main lines, one of which is routed between the West Country and London (“West of England” Line), operated by South West Trains the other being routed from the south coast (including Portsmouth and Southampton) to Wales, operated by First Great Western.

The services on these lines are generally hourly, although there is a half hourly service to and from London Waterloo. Urban centres within commuting distance of

Salisbury served by these corridors in Wiltshire and Hampshire include Romsey, Southampton, Warminster, Westbury, Trowbridge, Andover, Basingstoke, Tisbury and Gillingham. **Figure 5.6**, below shows the main rail routes and stations in the Wiltshire/ Dorset and South Hampshire area, and Table 5.2 shows current service frequencies on these corridors.

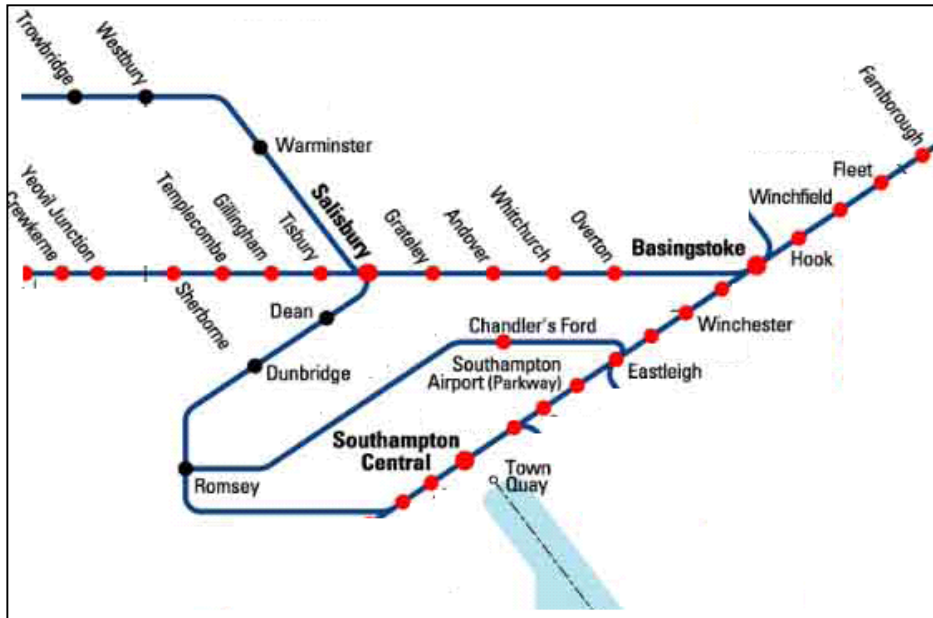


Figure 5.6 – Rail corridors serving Salisbury

Table 5.2 Summary of Rail Service Frequencies to Salisbury

Operator	Route Summary	Service Frequency (Weekday 0800-1800)
South West Trains	Yeovil-Sherborne-Templecombe-Gillingham-Tisbury-Salisbury	Every hour (more frequent at peak times)
South West Trains	Basingstoke-Andover-Salisbury (hourly from intermediate stops)	Every 30 mins
First Great Western	Southampton Central-Romsey-Salisbury (less frequent for intermediate stops)	Hourly
First Great Western	Trowbridge-Westbury-Warminster-Salisbury	Hourly

5.6.3 Park and Ride

A core component of the Salisbury Transport Plan is a Park & Ride (P&R) strategy, which aims to provide long stay commuter parking for the city within a ring of five Park & Ride sites, thereby reducing congestion at peak times on the main radial corridors into Salisbury. The existing and proposed Park & Ride sites are as follows:

- The Beehive Site is situated to the north of Salisbury on the A345 near Old Sarum. The site serves motorists approaching from the north, along the A345(N) from Amesbury. Capacity for 400 cars.
- The Wilton Site is situated to the west of Salisbury, just off the Avenue, Wilton. The site serves motorists approaching Salisbury on the A36(W), A30(W) and the A360 from Devizes. Capacity for 420 cars.
- The Britford site is situated to the south of Salisbury, off Downton Road. The site serves motorists approaching Salisbury on the A338(S) from Ringwood, and the A354 from Blandford. Capacity for 486 (winter) and 436 (summer) cars.

- The London Road P&R site serves motorists approaching Salisbury on the A338 from Marlborough, the A343 from Andover and the A30 from Winchester. The site has capacity for 383 cars.
- The proposed Petersfinger P&R site will serve motorists approaching Salisbury on the A36(E) from Southampton. The site could be open by the end of 2008 with a capacity for 552 cars.

By the time that the redeveloped Bourne Hill offices are complete in 2008/09, Salisbury will have 5 operational Park & Ride sites. The location of the sites are shown in **Figure 5.7**. Generally, the bus services connecting the P&R sites to the city centre run at 10 minute intervals at peak times and 15 minute intervals throughout the rest of the day. The sites open at 6.45am on weekdays and close at 8pm. Currently the ticket cost per car is £2.00 (one driver and up to 6 passengers can travel on the same ticket), although District Council staff can use the service free of charge. P&R services are routed into the city centre and terminate and pick up at either Blue Boar Row, New Canal or Castle Street.

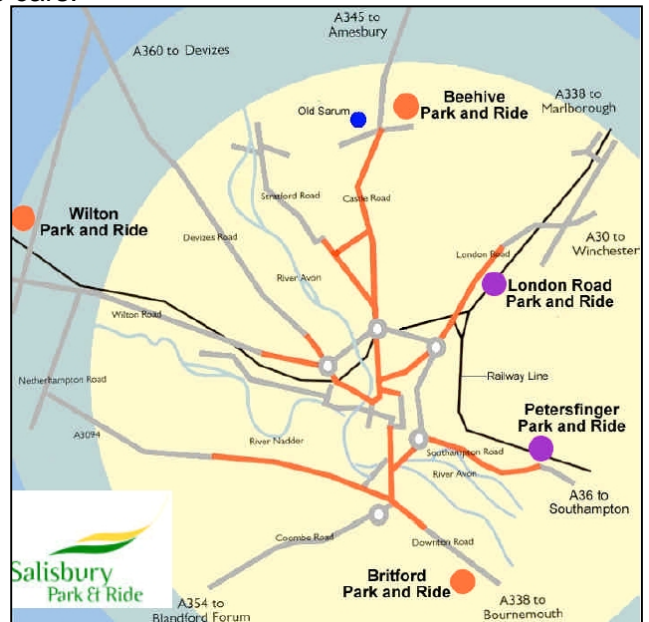


Figure 5.7: Park & Ride Site Locations (Existing & Proposed)

5.7 Servicing Arrangements

All deliveries to the new Council Offices will be accepted via a 'goods' entrance in the new building. Delivery vehicles will access the site through College Street and the service road along the eastern elevation of the building. Centralising activities onto a single site will provide greater scope for reducing the frequency of deliveries from suppliers. A Deliveries Task Group will be set up during 2008 to develop an action plan for reducing deliveries to the Bourne Hill office campus.

6. Methodology of Staff Travel Survey

In September 2006, a Staff Travel Survey was carried out within Salisbury District Council to provide a baseline assessment of all staff travel patterns and habits. A considerable effort was made to ensure that all Council staff who would be based at the expanded Bourne Hill site were able to respond to the survey.

The survey was distributed via the Council's intranet to all staff with e-mail access. The intranet version of the questionnaire is provided in Appendix 2. All staff based in city centre offices with email addresses and intranet access (about 395) received an email on the 5th September to forewarn them to expect the survey shortly. Then the same staff all received the survey on 8th September, with two follow up emails sent before the closing date of Friday 22nd September. A link was provided to the intranet questionnaire from the emails sent to staff. The e-mails were in the form of the District Council's "Link Up Quick" e-mail newsletters, which are sent out on a regular basis to keep staff informed of news and happenings.

The survey was voluntary, so the results are not necessarily based on a representative sample of council staff. One of the objectives of the survey was to raise awareness of the development of the Travel Plan, and give staff an opportunity

to provide input into what services and facilities they felt were of a high priority. As an incentive to encourage a good response to the survey, a prize draw was offered. Parking Ambassadors were not included in the survey, as they will not be based at the new Bourne Hill offices. Environmental Services, who are based at a Council site on Churchfields Industrial Estate to the west of the city centre (who carry out street cleansing, refuse collection, grounds maintenance and grass cutting work for the Council) and council staff based at Five Rivers Leisure Centre were not included in the survey because both are located outside of Salisbury city centre and most staff employed do not carry out office-based roles. Also the majority of staff employed at these locations do not have access to the council's intranet. It is intended that both of these sites would be assisted to develop their own travel plans by late 2008.

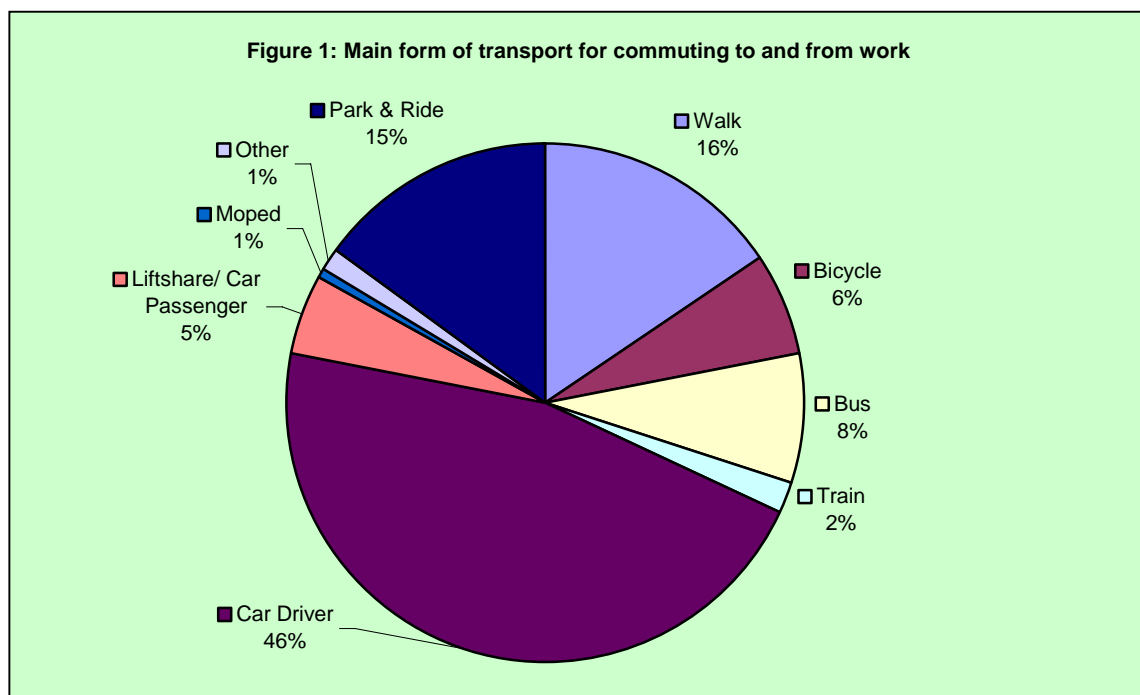
7. Summary of results of staff travel survey – how staff currently travel

A staff travel survey was carried out in September 2006 to provide a baseline assessment of staff travel patterns. The full results of the survey are outlined in Appendix 1. The intranet version of the questionnaire is provided in Appendix 2.

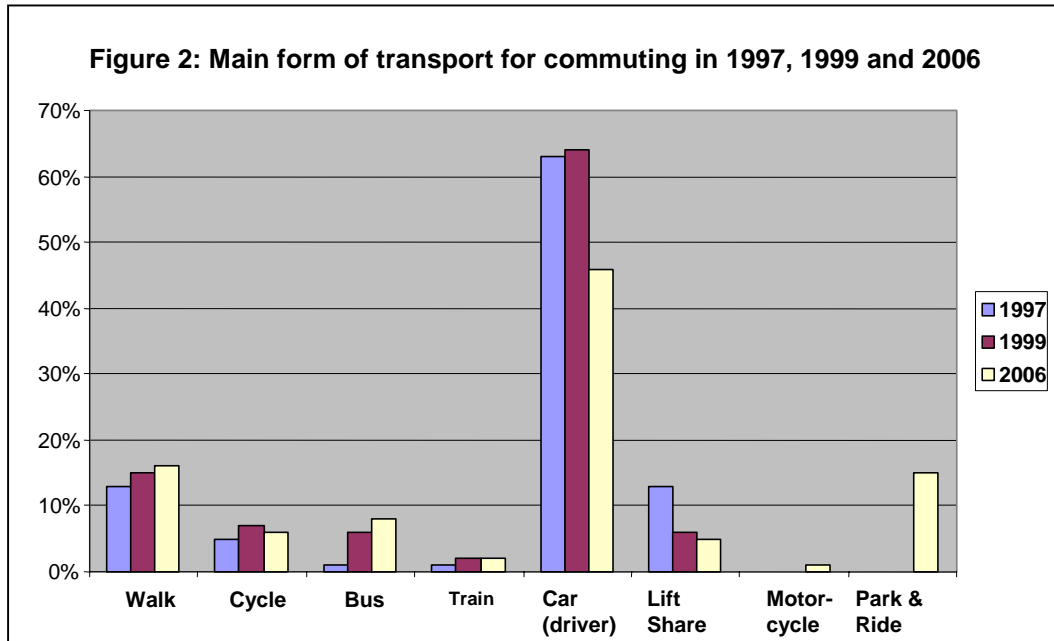
As referred to in the previous section, the electronic survey was distributed to all administrative staff set to be based in the new Bourne Hill offices, together with staff based at the Tourist Information Centre within the Guildhall. In total, 160 responses were received out of a total of 395 staff.

Some of the most notable results from the Staff Travel Survey 2006 are as follows:

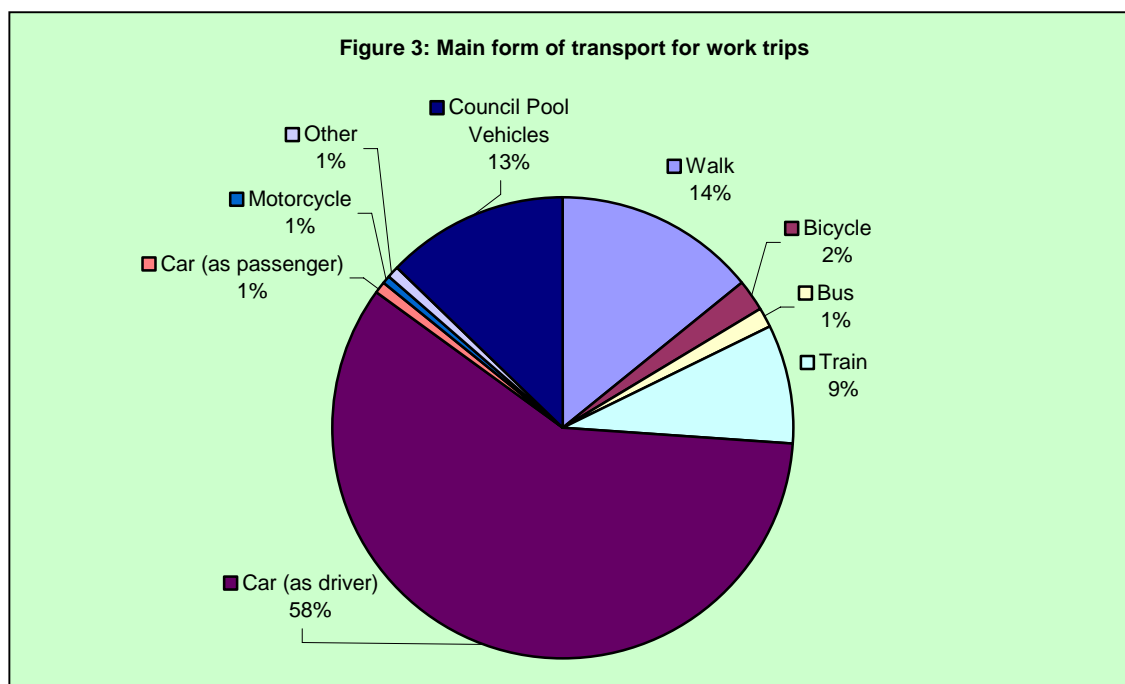
- A response rate of 41% means that we have a reliable picture of the way council staff travel;
- Solo occupancy car travel was the most common mode of travel (46%); followed by walking or cycling (22%); park and ride (15%), bus (8%) car sharing (5%) and train (2%);
- Since the last travel survey in 1999, there have been some small changes in modal split – most remarkable is the rise in public transport use (bus, train and Park & Ride) up from 8% in 1999 to 25% this year; car use has dropped by a similar margin from 64% in 1999 to 46% this year; walking has increased slightly whilst cycling and lift sharing have not increased;



- More women than men walk, use Park & Ride and catch the bus to work, whereas more men than women travel to work by bicycle;
- 60% of staff have a journey to work of 30 minutes or less;
- Older staff and people with higher salaries generally make more use of car transport, lift sharing or the train for commuting to work than younger people and people with lower salaries; and
- Younger staff are twice as likely to be using Park and Ride than older staff.



7.2 Work Trips. Staff were asked how often they travel during the day for work purposes and what transport mode they normally use. 44 per cent of staff said that they make work trips at least weekly, with 44 per cent making trips “less often” and only 12 per cent answering “never”. The dominant modes for work trips were private car (58%), walking (14%) and council pool vehicles (13%), with only 9 per cent normally travelling by rail, 2 per cent by bicycle and 1 per cent by bus or as a car passenger. Figure 3 shows the modal split breakdown of work trips.



It should be noted that Figure 3 is not a precise measure of the modal split of work trips, as the survey only asked staff which mode they “normally” use. A more detailed assessment of work travel by staff may be warranted.

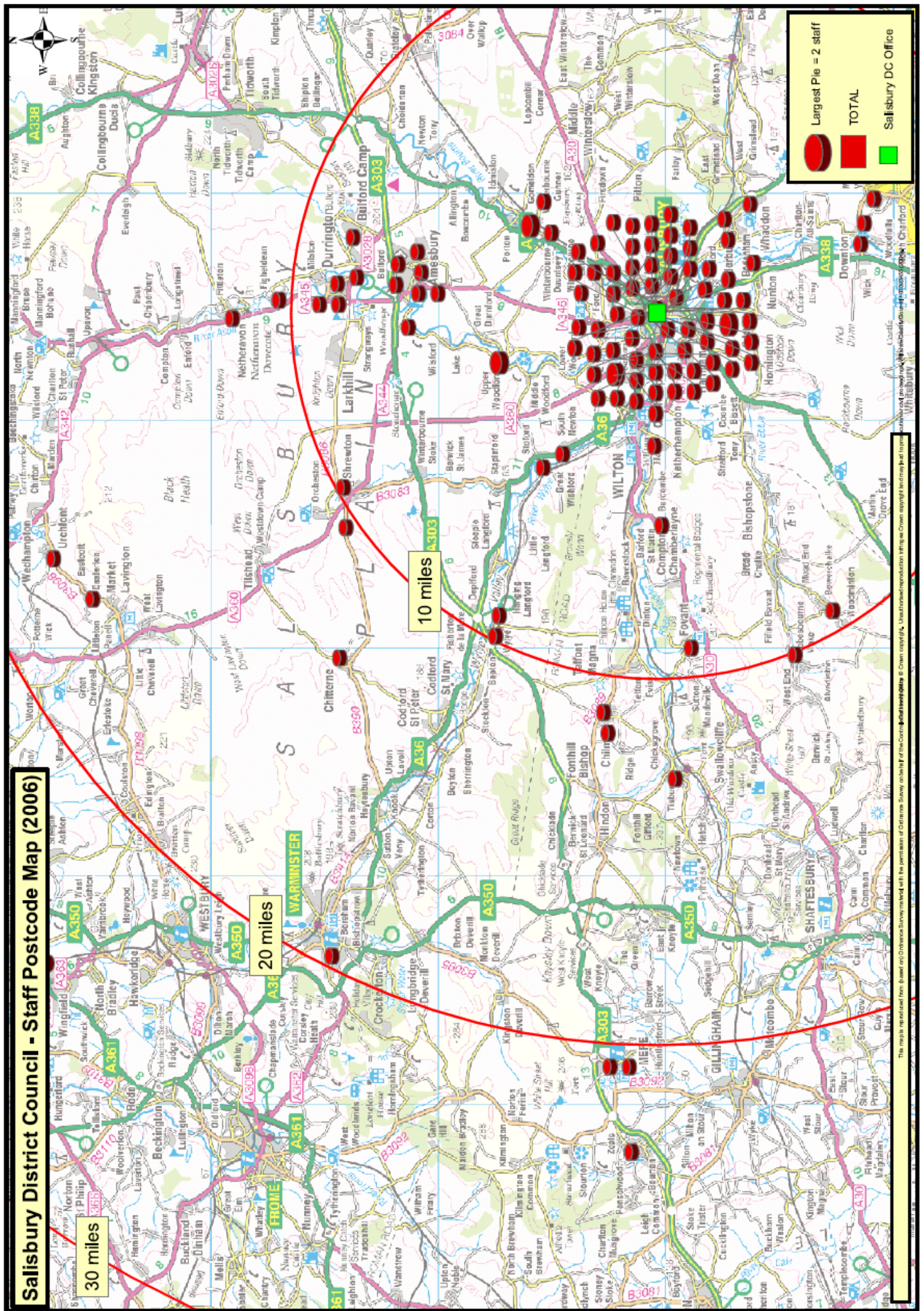
7.3 Leaving the car at home to use a Council vehicle instead. The survey asked staff whether they would consider leaving their car at home if they were offered a council vehicle to use during the work day. “No” was answered by 47.5 per cent. However, 22 per cent said “Yes”, they would consider leaving their car at home. These figures show that many staff are not necessarily using the need for a car for work trips to justify commuting to work by car. In fact, a fifth of staff would prefer to avoid driving to work if they did not need to bring in their own vehicle.

7.4 Homeworking and flexible arrangements. The survey asked staff whether or not they would be interested in working from home sometimes, if their particular job was suited to homeworking and if the Council provided them with the necessary facilities. A significant proportion of respondents (46%) indicated that they would be interested in experimenting with working from home, whilst 15 per cent indicated that they already worked from home at least part of the time. These results show that there is the potential to reduce the need for staff to commute all the time, and perhaps also increase job satisfaction through increased uptake of flexible work arrangements.

7.5 The next survey. A further staff travel survey will be conducted in 2008 and every two years thereafter, to allow monitoring of progress towards the targets set out in section 7.

7.6 Home postcodes. Figures 4 and 5, overleaf, show a plot of the home postcodes of the 152 respondents who gave their postcode details. This shows that the majority of staff live within the Salisbury and Wilton area. There are clusters of employees who live in Amesbury, Durrington/Bulford and Downton. A small number of staff commute from Southampton, Bournemouth and further afield. Unfortunately, these postcodes could not be shown on the map due to software licensing constraints.

Additional details such as how long staff spend commuting, why staff choose to drive to work, how much they pay for parking and which measures all staff felt would encourage them to walk, cycle or use public transport to commute to work more often are outlined in **Appendix 1**. Within this Appendix, explanations are given as to how the measures contained in the action plan in Chapter 7 have arisen as a result of the responses to the staff travel survey.



8. Policies, Action Plan and Targets

In implementing this Travel Plan, the Council has adopted the following nine policies:

Policy 1. Information and Awareness: *The Council will improve information to staff about alternatives to car use and improve their awareness of the impacts of their travel choices.*

Policy 2. Facilities/ Parking Management: *The Council will ensure that the new Bourne Hill office site will have the necessary facilities to encourage alternatives to the car.*

Policy 3. Promoting Cycling: *The Council will promote cycling to staff and customers.*

Policy 4. Promoting Walking: *The Council will promote walking to staff and customers.*

Policy 5. Promoting Public Transport: *The Council will promote public transport to staff and customers.*

Policy 6. Reducing Car Use: *The Council will promote more efficient use of cars for trips to, from and during work, as well as alternatives to travelling (such as home working and tele-conferencing).*

Policy 7. Greening Work Trips: *The Council will reduce the negative environmental impacts of Council work trips through promotion of alternatives to the car.*

Policy 8. Greening Visitors' Travel: *The Council will reduce the need for customers to travel to access Council services.*

Policy 9. Administrative Mechanisms: *The Council will establish administrative mechanisms that encourage a green travel culture within the Council.*

The action plan overleaf provides a detailed listing of the proposed measures to support the achievement of these aims, as well as the officers responsible, resources that will be required and timelines for implementation.

In addition, the action plan clearly demonstrates how each action contributes towards the four overall objectives of the travel plan as set out on page three of Section 1.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
1. Information and Awareness								
1.1	Design site-specific access guide for Bourne Hill site for visitors and staff and publish on Intranet/ Internet.	Travel Plan Co-ordinator (Transportation Planner)	Printing costs (£1,056) + 2 officer days	June 2006	Nov 2008	Staff guide circulated July / Aug 2006	1	3
1.2	Intranet travel plan options page (with links to traveline, nationalrail.co.uk pool car and pool bike information, travel options guide).	Travel Plan Co-ordinator / Web Editor	2 officer days plus ongoing maintenance	Jan 2007	Jan 2007	New Intranet site being developed	1	3
1.3	Internet green travel page (to provide access info, showcase our travel plan initiatives and promote travel plans to other organisations).	Travel Plan Co-ordinator/ Web Editor	2 officer days plus ongoing maintenance	Jan 2007	Jan 2007	Links to travel plan sites from transport useful links page	1	1 3
1.4	Include green travel information (Travel Options guide, cycle and walking maps) on the intranet and hard-copies within induction packs for all new staff (and to all staff at first) and mention sustainable travel options available in application packs.	Travel Plan Co-ordinator / Recruitment Manager	1 officer day	Dec 2006	Jan 2007		1	2 3 4
1.5	Organise annual Staff Travel Options Fair event to promote green travel and Travel Plan.	Travel Plan Co-ordinator	£200 + 10 officer days	Sept 2007	Every Sept		1	3 4
1.6	Awareness campaigns including display in reception area during National Bike Week, European Mobility Week & National Liftshare Day.	Travel Plan Co-ordinator	Printing & display costs (£100) + 10 officer days	June 2006	Every June		1	1 2
1.7	Offer personal travel planning advice to staff during Staff Travel Options Fair each September.	Travel Plan Co-ordinator	30 officer mins per request	Sept 2007	Every Sept		1	2 3
1.8	Promote Travel Plan initiatives in internal newsletters (Link Up e-newsletter) and the media.	Travel Plan Co-ordinator / Press Officer	4 officer days	Nov 2006	Feature every 2 months		1	2 3 4

Targets: Information & Awareness

Target 1.1 – Establish a bi-monthly feature on the Travel Plan in Link Up e-newsletter by November 2006.

Target 1.2 – Develop intranet site section on the Travel Plan by January 2007.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
2. Facilities / Parking Management								
2.1	Ensure that new offices are provided with well-located showers, changing areas and lockers.	Office Project Manager	3 officer days	May 2006	Office opening		1	3
2.2	Ensure that new offices are fully accessible to all, to comply with DDA requirements.	Office Project Manager	Officer time	May 2006	Office opening		1	3
2.3	Carry out review of Essential Car User Allowance allocation criteria and seek agreement with Unions for any changes.	Policy Director & Head of POD	3 officer days	Nov 2006	April 2007 (est)		2	1 2
2.4	Improve standard of footway provision between Bourne Hill office site and Bus Station in Rolleston Street as condition of approval of development.	Office Project Manager	1 officer day	May 2006	Office opening		2	3

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
3. Promoting Cycling								
3.1	Evaluate existing "pool bike" scheme and re-launch scheme based on best practice to including risk assessments & systems for maintenance/ booking. equipment. Ensure each bike has full set of safety clothing & equipment (e.g. helmets).	Travel Plan Co-ordinator	10 officer days (£150 for annual service) + up to £120 one off for equipment	Sept 2006	Nov 2006	4 pool bikes at present and 1 folding bike	2	2
3.2	Ensure that covered secure cycle parking is provided for 20 staff bikes and provision made for 10 visitor bikes at new office site.	Office Project Manager	4 officer days	Jul 2006	Nov 2006		1	3
3.3	Offer free cycle training for staff who want it on periodic basis, to be run by WCC Road Safety Team.	Travel Plan Co-ordinator	2 officer days	May 2007	Ongoing	Costs obtained from WCC Road Safety - survey indicated low demand	2	1 2

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
3.4	Review the existing cycle mileage allowance rates for business mileage to consider extending scheme for mileage to and from work and/or extend to include mileage on pool bicycles.	Travel Plan Co-ordinator/ People & Organisational development (POD)	5 officer days	Apr 2007	Sept 2007	Current rate = Group 1 casual user mileage rate	2	2 3
3.5	Carry out regular audits of cycle parking usage at Bourne Hill and improve where necessary. New offices will have a covered compound with space for 20 cycles.	Travel Plan Co-ordinator/ POD	Funds will be secured after initial review	May 2007	Oct 2007		2	3
3.6	Investigate insurance coverage for all bicycles parked at Council sites or in use on Council business for up to £1,000 against theft or damage.	Insurance Officer	1 officer day	Sept 2007	Oct 2007		2	3
3.7	Negotiate a 10% discount for Council staff at one or more local cycle shops.	Travel Plan Co-ordinator	1 officer day	Mar 2007	Apr 2007		2	2
3.8	Establish an Intranet email discussion group with a view to setting up a Bicycle User Group if enough interest, with one rep from each service unit.	Travel Plan Co-ordinator / Intranet editor	3 officer days	Mar 2007	May 2007		2	2 3
3.9	Review the existing loan arrangements for bicycle purchase & assistance towards equipment purchase and improve if necessary.	Travel Plan Co-ordinator/ POD	1 officer day	Mar 2007	Apr 2007	Offer £1000 interest free loan & £25 equipment voucher	2	2
3.10	Compile and maintain a list of voluntary "bike buddies" to assist new cyclists.	Travel Plan Co-ordinator	2 officer days	Mar 2007	Ongoing		2	1 2

Targets: Promoting Cycling

Target 3.1 – To increase cycling modal split for journeys to work from 6% to 7% in two years and 8% in four years.

Target 3.2 – To increase cycling modal split for journeys undertaken for work from 2% to 3.5% in two years and 5.5% in four years.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
4. Promoting Walking								
4.1	Establish an Intranet email discussion group with a view to setting up a Pedestrian Commuters Group (PCG) if enough interest.	Travel Plan Co-ordinator	3 officer days	Mar 2007	May 2007		2	2 3
4.2	Compile and maintain a list of voluntary "boot buddies" to assist staff wishing to walk to work.	Travel Plan Co-ordinator	1 officer day	Mar 2007	Ongoing		2	1 2
4.3	Offer walk to work route planning service, using Salisbury Walking Map routes.	Travel Plan Co-ordinator	30 officer mins per request	Mar 2007	Ongoing		2	1 2 3

Targets: Promoting Walking

Target 4.1 – To increase walking modal split for journeys to work from 16% to 17.5% in two years and 19% in four years.

Target 4.2 – To increase walking modal split for journeys undertaken for work from 14% to 15% in two years and 16% in four years.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
5. Promoting Public Transport								
5.1	Continue to promote the offer of interest free loans for annual season tickets for bus and train with up to £484 annual subsidy towards season ticket cost paid by Council. Survey suggested not all staff were aware.	Travel Plan Co-ordinator/ POD	2 officer days	May 2006	Ongoing		1	1 2
5.2	Construct fifth Park & Ride site on the A36 at Petersfinger & ensure all staff (non essential users) who joined after November 2000 & enter city on this corridor park at the site.	Wiltshire County Council & Joint Transportation Team	1 officer day	Dec 2008	Dec 2008	Planning application submitted	2	2
5.3	Open negotiations with bus operators to try to secure a 20% discount on fares for SDC staff, in similar way to Wiltshire County Council's staff discount at Trowbridge.	Wilts & Dorset/ Travel Plan Co-ordinator	2 officer days	Apr 2007	May 2007		2	2

Targets: Promoting Public Transport

Target 5.1 – To increase public transport modal split for journeys to work from 25% to 26% in two years and 28.5% in four years.

Target 5.2 – To increase public transport modal split for journeys undertaken for work from 10% to 12% in two years and 13.5% in four years.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
6. Reducing Car Use								
6.1	Review usage levels for the existing pool vehicle fleet and consider whether expansion may be required prior to occupation of Bourne Hill offices.	Travel Plan Co-ordinator/ POD	4 officer days (+ cost of new vehicles)	Sept 2007	Nov 2007	Currently are three vehicles available, not fully used	1	2 3
6.2	Set up a private group within www.carsharewiltshire.com and promote to staff through events & newsletters.	Travel Plan Co-ordinator	£500 p.a.	Nov 2006	Ongoing	Currently staff share on informal basis	1	1 2 3
6.3	Investigate the cost / benefit of obtaining tele-conferencing equipment to replace some work trips & submit business case to Cabinet if favourable.	ICT Services & Travel Plan Co-ordinator	3 officer days + cost of equipment	Nov 2007	Dec 2007	SDC does not currently own any equipment	1	2 3
6.4	Continue policy of not providing parking permits for staff who live within 2 miles of Bourne Hill. These employees are expected to walk or cycle.	Travel Plan Co-ordinator	1 officer day	On-going	Ongoing	Policy introduced in Nov 2000.	1	1 2
6.5	Continue with plans to increase daily staff city centre parking charges from current £1 per day to £2 per day in April 2007 and £3 per day in April 2008, and annually by the rate of inflation until charges are equal to public parking tariffs.	Senior Parking Administrator	2 officer days	On-going	Ongoing	Current charge for all non essential users = £1 per day	1	1 2
6.6	Investigate policy options to encourage use of powered two-wheelers (e.g. quieter and cleaner models of motor cycles, mopeds and scooters).	Travel Plan Co-ordinator	2 officer days	Nov 2006	Feb 2007		3	2

Targets: Reducing car use

Target 6.1 – To increase car sharing modal split for journeys to work from 5% to 6.5% in two years and 8% in four years.

Target 6.2 – To reduce single occupancy car driver modal split for journeys undertaken for work from 45% to 38% in two years and 34% in four years

Target 6.3 – To increase the proportion of staff who already work from home some of the time from 15% to 18% in two years and 20% in four years.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
7. Greening Work Trips								
7.1	Review existing Council-wide guidelines for business travel and update where necessary to comply with latest best practice.	POD	10 officer days	Nov 2006	Apr 2007		1	1 2
7.2	Improve marketing of pool vehicles to encourage greater use for work trips, and raise awareness of how to obtain rail warrants.	Travel Plan Co-ordinator	1 officer day	Mar 2007	June 2007		2	2
7.3	Ensure that specification for any new pool vehicles takes into account fuel costs, CO2 emissions and noise levels.	Procurement Officers	2 officer days	Sep 2008	Apr 2009		2	1 2 3

Targets: Greening Work Trips

Target 7.1 – To monitor usage of Pool Car fleet and increase modal split for journeys for work from 13% to 16% in two years and 19% in four years.

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
8. Greening Visitors' Travel								
8.1	Carry out a survey of visitor travel to new Bourne Hill site once opened.	Travel Plan Co-ordinator	1 officer day	2009	2009		3	2 3
8.2	Continue to implement the E-Government agenda to increase use of electronic service delivery.	ICT Services	Funds secured outside of TP	2002	Ongoing	Many initiatives already commenced	2	1 2 3

Action No	Action (description)	Responsible officers	Resources required	Start Date	Targeted finish date	Current progress	Priority	Objectives
9. Administrative Mechanisms								
9.1	Appoint a part-time Travel Plan co-ordinator (i.e. Transportation Officer) to lead implementation and monitoring of the Travel Plan for Bourne Hill.	Head of Forward Planning & Transportation	To be covered within existing resources	Nov 2006	Ongoing		1 & 2	1 2 3 4
9.2	Submit an annual Progress Report to SDC's Cabinet on Travel Plan implementation, including proposed new actions.	Travel Plan Co-ordinator	3 officer days	Nov 2007	Ongoing		2	1 2 3 4
9.3	Travel Plan Steering Group to be set up & meet bi-annually to provide senior level support to TP Co-ordinator with TP implementation & considering new initiatives.	Policy Director for Transport Head of FP&T, Head of POD & TP co-ordinator	1 officer day p.a.	Nov 2006	Ongoing		1	1 2 3 4
9.4	Carry out baseline staff travel survey to identify travel habits and areas for improvement & communicate results back to staff.	Travel Plan Co-ordinator & Principal Democratic Services Officer	£150 for prizes (to City Hall) + 10 officer days	Sept 2006	Nov 2006	Survey carried out – results in Appendix 1 & results communicated back to staff	2	2 3 4
9.5	Update 2006 baseline staff travel data with another survey in September 2008 & every two years thereafter.	Travel Plan Co-ordinator	£150 for prizes – 5 officer days for each survey			2006 staff travel survey complete	3	1 3 4
9.6	Investigate the feasibility of assessing or approximating the Council's total emissions (including pool vehicles and staff commuting).	Travel Plan Co-ordinator	2 officer days	Mar 2007	June 2007		2	1 2
9.7	Set up "Innovative Ways of Working" taskgroup to encourage greater levels of working from home arrangement. Introduce compressed working hours (working five days worth of hours in four or ten days hours in nine days) and annualised hours for staff with workloads with seasonal fluctuations (e.g. Tourist Information).	Head of POD	12 officer days	Sept 2005	June 2006	Drop in event run – 25 staff attended 24 staff work from home at least once a week. 2 staff are currently working from home 100% of time	2	1 2 3

Priority: 1 = Immediate; 2 = Medium-term; 3 = Long-term

Summary of Bourne Hill Travel Plan Targets

Policy No.	Target No.	Target	Sept 2006 Baseline	Sept 2008	Proposed Sept 2010
1	1.1	Establish a bi-monthly feature on the Travel Plan in Link Up e-newsletter by November 2006.	N/A	N/A	N/A
1	1.2	Develop intranet site section on the Travel Plan by January 2007	N/A	N/A	N/A
3	3.1	To increase cycling modal split for journeys to work	6%	7%	8%
3	3.2	To increase cycling modal split for journeys undertaken for work	2%	3.5%	5.5%
4	4.1	To increase walking modal split for journeys to work	16%	17.5%	19%
4	4.2	To increase walking modal split for journeys undertaken for work	14%	15%	16%
5	5.1	To increase public transport modal split for journeys to work	25%	26%	28.5%
5	5.2	To increase public transport modal split for journeys undertaken for work from 10% to 12% in two years.	10%	12%	13.5%
6	6.1	To increase car sharing modal split for journeys to work	5%	6.5%	8%
6	6.2	To reduce single occupancy car driver modal split for journeys undertaken for work	45%	40%	34%
6	6.3	To increase the proportion of staff who already work from home some of the time	15%	18%	20%
7	7.1	To monitor usage of Pool Car fleet and increase modal split for journeys for work	13%	16%	19%

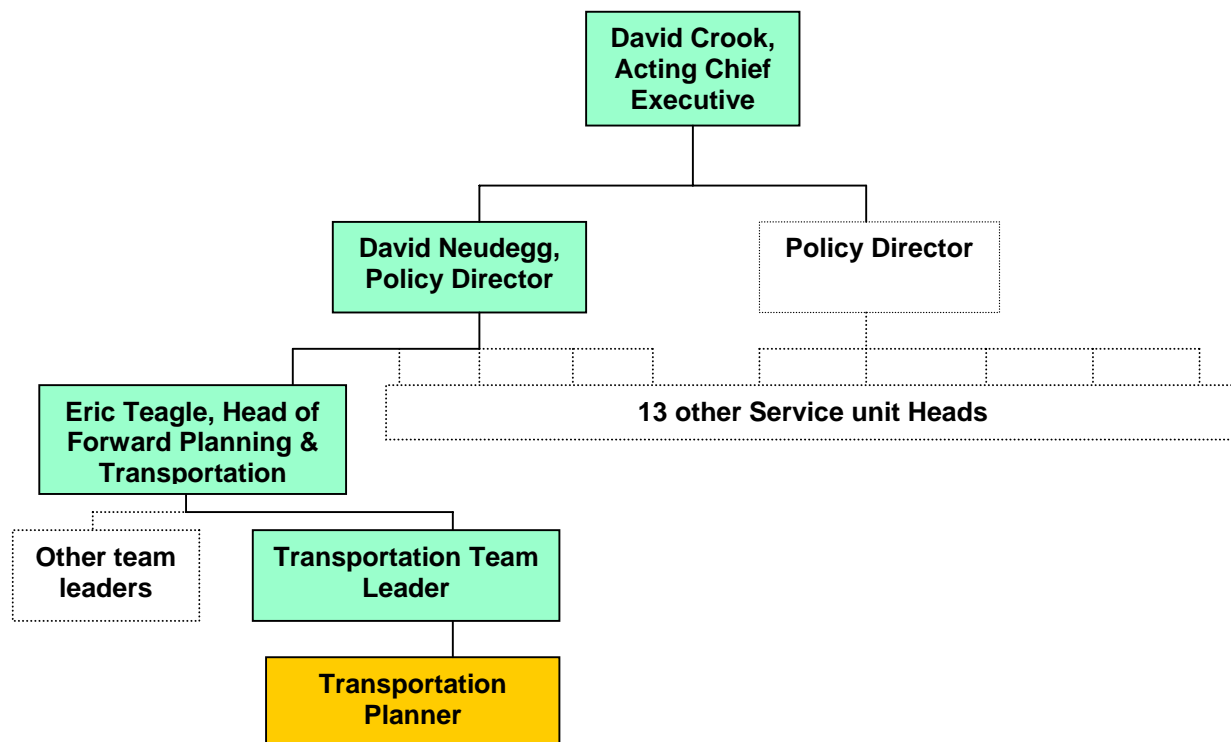
The 2010 targets will be reviewed and updated in light of the results of the September 2008 staff travel survey.

9. Co-ordination of the Travel Plan

The key to the success and implementation of this Travel Plan is to involve staff at all stages. This consultation will be achieved by the allocation of the role of Travel Plan Co-ordinator to the post of Transportation Officer, who will provide travel information, will be the point of contact for travel queries and will co-ordinate the completion of the Staff Travel Surveys. The co-ordinator will enable staff to put forward their ideas and views about travelling to and from the Bourne Hill offices.

The Travel Plan Co-ordinator for the Bourne Hill offices will be undertaken by the post holder of Transportation Planner. This post is at senior officer level within the organization. This officer will be responsible for co-ordination of the travel plan for less than 100% of their job role (i.e. part-time).

The post of Transportation Planner reports to the post of Transportation Team Leader. In turn, this post reports to Eric Teagle, the Head of Forward Planning and Transportation. This post reports to the Policy Director responsible for Transportation issues, who reports to David Crook, the current (Acting) Chief Executive of Salisbury District Council. The organisation structure diagram below shows this more clearly.



The Travel Plan co-ordinator will be supported by a Steering Group made up of senior management representatives. The Steering Group will meet every six months to offer support and consider new measures or initiatives to encourage more sustainable forms of travel and review progress towards targets.

10. Implementation and Monitoring

10.1 The Travel Plan Co-ordinator will:

- Co-ordinate the Staff Travel Survey to gather initial information about how staff travel to and from work in an “in depth” survey;
- Use the results of the survey to develop new measures to support sustainable travel;
- Seek management support for new initiatives whether in facilities or Council policy, to support sustainable travel;
- Expand objectives, set targets, and develop monitoring methods;
- Set clear dates for actions to ensure that the Travel Plan makes progress;
- Ensure that Wiltshire County Council carry out a full audit of this document prior to it being adopted by the Council’s Cabinet, and incorporate the recommended changes;
- Carry out follow up travel surveys every two years to enable monitoring of progress, to see if targets are being met and to assess any attitudinal changes that may be occurring;

- Ensure the involvement of Union representatives in developing new initiatives or changes to entitlements falling within the scope of the Travel Plan;
- Act as the point of contact for staff for travel options queries;
- Develop future initiatives;
- Communicate information about travel to and from the office and Travel Plan measures through appropriate media to staff and visitors (Staff handbook, intranet, information for new recruits, paper and electronic copies.);
- Provide information about regional and national initiatives (such as Bike Week, European Mobility Week, In Town Without My Car Day, National Liftshare Day, Welcome to Walking Week, Travelwise Week etc); and
- Communicate information about developments within the Travel Plan as appropriate.

As the Travel Plan evolves, it will be appropriate to consider the adoption of further objectives and revision of targets, when it is reviewed in September 2008, so that the plan is seen as a working document. An annual update report will be produced for the Council's Cabinet in November to set out the progress made.

10.2 Staff / Visitors suggestions

The Travel Plan Co-ordinator will be the point of contact for staff and visitors who wish to make suggestions for improvements in facilities and suggest new initiatives or measures to increase usage of sustainable modes of travel. The travel surveys to be carried out every two years will also provide an opportunity for staff to make suggestions and views will be sought at the annual Staff Travel Fair events each September. In addition, it is the intention to run a series of focus groups to assist in developing effective measures, beginning in early 2007.

The results of all monitoring to be undertaken (from staff travel surveys and feedback from focus groups) will be used to assist with the implementation of the travel plan. These results will be used to help set new targets.

11. Communication and Marketing

The target audience for this Travel Plan is all office staff who will be based at the Bourne Hill office site from early 2009. It is essential that all aspects of this Travel Plan be communicated to all based at Bourne Hill. This will be done through the following means:

11.1 Posters

Posters in appropriate places will be used to highlight transport information and to keep staff informed of special days and events that are being organised – e.g. Bike Week, Cycle Proficiency Training.

11.2 Email

From time to time, e-mails will be sent out via LinkUp Quick to help promote special days, events and updates in the progress of the Travel Plan. These updates will be kept brief and informative.

11.3 Staff induction process

New entrants who join the District Council will receive a Staff Travel Options Guide (copy enclosed in Appendix 3) to inform them about the incentives and measures available to them for all their travel choices. This will be especially useful, because research indicates that the best time for people to change travel habits is when they

are changing jobs or moving house, or when their job moves to a new location. Travel to Work information will be included within the Induction Training process.

11.4 Awareness raising

Staff and visitors will be made aware of the Travel Plan to inform them of their travel choices and measures to support them. It may be appropriate to send media releases of how the Travel Plan is progressing to help raise awareness with the general public about the work of the plan.

11.5 Recruitment information

Alternative travel details regarding how to get to the site via public transport, walking and cycling will be sent out either with application forms or with information about attending interviews.

11.6 The Intranet

Public transport information and maps of walking and cycle routes and links to bus and rail operator journey information will be included on the improved staff intranet "IntraLink", which is due to be launched in November 2006.

12. References / Sources used in development of this Travel Plan

Department for Transport – Making Travel Plans Work: Lessons from UK Case Studies

Department for Transport/ Transport Energy Best Practice – Travel Plan Resources Pack for Employers

Department for Transport/ Transport Energy Best Practice – A Guide on Travel Plans for Developers

Friends of the Earth – Curbing shorter car journeys – Prioritising the alternatives

Islington Borough Council – Green Travel Plan 2003 – 2005

Islington Borough Council – Green Travel Plan 2006 – 2008

Salisbury District Council – Green Travel Plan 2001-2006

Semlyen, Anna – Cutting your car use – Green Books, 2006.

Transport 2000 – Changing Journeys to Work: An Employers Guide to Green Commuter Plans

Transport 2000 – Web based case study examples for workplace travel plans. Downloaded from:

<http://www.transport2000.org.uk/>

Warwickshire County Council – Template Travel Plan

Wiltshire County Council – Development related travel plans in Wiltshire – A good practice guide – November 2004

Wiltshire County Council – "Flexible Integrated Travel" – Corporate Travel Plan for Trowbridge based employees

The Workplace Travel Plan Company Limited – Web based best practice examples for workplace travel plans. Downloaded from:

<http://www.workplacetravelplan.co.uk/builder/bestpractice/>