

# CANTERBURY CITY COUNCIL

## TRAVEL PLAN

- ◆ Improving travel choices
- ◆ Reducing traffic congestion in Canterbury
- ◆ Reducing parking pressures at City Council offices
- ◆ Setting a good example to other organisations

March 2005



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## 1. SUMMARY

1.1. Canterbury City Council is a major employer in the Canterbury district employing approximately 850 staff who are engaged in promotional and regulatory tasks benefiting residents, businesses and visitors in the district. As a major employer, the City Council recognises its own responsibility to its staff and the wider community. This Travel Plan aims to promote alternative, and in some cases healthier, forms of transport for staff commuting and travelling on council business.

1.2. More than 80% of our staff (approximately 700) are based at the Military Road office on the edge of Canterbury city centre, with the other 20% (approximately 150) based at a number of smaller satellite offices including Herne Bay and Whitstable divisional offices, museums and visitor information centres amongst others.

1.3. On average, there are 1690 vehicle trips each weekday to/from the Military Road office that contributes to local traffic congestion and air pollution (figure is weekday average 0700-1900 - automatic counts, December 2004). It is important that we seek to keep any adverse impacts from our offices to a minimum. By recognising our own impact on the environment we can manage and reduce that impact as well as setting an example to other organisations through the implementation of a Travel Plan.

1.4. The Travel Plan initially focuses on the Military Road office as this is where the majority of our staff are based, where we have the largest impact on the local highway network and where the worst traffic congestion problems already exist. Other offices will be considered in more detail during annual reviews and monitoring.

1.5. The three main targets that are proposed over five years are to:

- Reduce single occupancy car use from 64% to 50%
- Increase occasionally used other modes of travel from 33% to 50%
- Reduce the total number of car journeys to/from Military Road office by 16%

1.6. The annual cost of implementing the higher priority measures is anticipated to be approximately £43,000 in the first year and £24,000 in the second year, however, this will depend on voluntary take-up by staff. It is feasible that there may be low initial uptake of incentives with an increased uptake monitored over time.

1.7. The key principles of the Plan have been approved by Members as a process of voluntary incremental change aimed at increasing travel choices, with a view to introducing harder hitting measures if necessary such as charging for parking in about three years time and after the identified priority initiatives have been put in place. This plan reflects these principles and proposes a package of initiatives which will be implemented and monitored by the Transportation team. The principal measures, developed from the Staff Travel Survey and from speaking to individual members of staff are summarised below and are also shown in the [Action Plan Summary](#).

- A fairer system of allocating parking permits at Military Road enabling more operational efficiency of parking spaces.
- More secure and user friendly bicycle parking facilities, the provision of showers, changing rooms and clothes lockers and the provision of pool bikes.
- Promotion of free Park and Ride and improved picking up/setting down points on Military Road for Park and Ride.
- Discounted fares, free tickets, improved travel information and public transport services.
- Improved promotion and provision of pool cars for business use.
- A car sharing system, help in finding potential car share partners and a free emergency lift home.
- Lunch time HealthWalks.
- More flexible working including working from home and more flexible working hours.
- More information and better awareness raising.
- The provision of non-financial incentives.

## 2. ACTION PLAN SUMMARY

**Actions have been grouped into high, medium and low priorities based on their impact in terms of contributing towards meeting the identified targets.**

High – to be investigated for implementation during 2005/06.

Medium – to be investigated for implementation during 2005/07.

Low – to be investigated for implementation from 2008.

**Priority**  
H-High  
M-medium  
L-low

### Information Actions

- ◆ Continue to update Staff Travel pages on intranet including links to other web sites where appropriate. H
- ◆ Arrange focussed marketing of initiatives through City Views, City Brief, Not on Your Agenda and consider production of stand alone leaflet when Travel Plan is finalised. H  
[Allocate £500]

### Changing Working Patterns Actions

- ◆ Monitor the effects of pilot flexible working scheme with a view to introducing a Work Style policy across the whole Council, taking account of the needs of service delivery. H
- ◆ Investigate tele-conferencing facilities at other organisations in Kent. M

### Other Incentives Actions

- ◆ Set up a 'Green Scheme' using a points system and 'Green Day'. H  
[Allocate £500 pa for incentives although they will be negotiated wherever possible]

### Pedestrian Actions

- ◆ Continue to promote lunch time HealthWalks. H  
[Allocate £50 pa]
- ◆ Continue to promote walking for health during European Mobility Week/Travelwise Wise Week in September. H  
[Allocate £50 pa]
- ◆ Investigate provision of non-financial incentives such as personal attack alarms and 'Stepometers' to encourage staff to walk to work. M  
[Allocate £500]
- ◆ Promote walking for business purposes to other city centre buildings up to a mile away. M
- ◆ Continue to identify new pedestrian improvement schemes to encourage more trips on foot. Schemes to be bid from Kent County Council's Local Transport Plan. M

### Cycling Actions

- ◆ Provide new, secure bicycle parking facilities, showers, changing rooms and clothes lockers at Military Road and adapt existing Bike Shed to storage facility. H  
[Allocate £20,000]
- ◆ Provide pool bikes at Military Road, promote cycling for business journeys, investigate making existing team owned bikes available for use by all staff together with booking out system. H  
[Allocate £600 to set up]
- ◆ Investigate the provision of loaned bikes from the new cycle centre at Whitefriars. L
- ◆ Promote negotiated deals with local bike shops, including discounts for the purchase of cycle safety equipment, to staff. H

- ◆ Set up system with Downland Cycles to offer staff competitive rates of servicing a bike and to include free collection and same day return of bike by the end of the working day. M
- ◆ Investigating registering with ‘Boost’ to enable employees to make significant savings on the purchase of new bikes. H
- ◆ Set up and pay for puncture repair workshops at Military Road (organised by Downland Cycles). Promote mechanic/maintenance courses run by Downland Cycles at their shop. M  
[Allocate £50 pa]
- ◆ Set up ‘Bike Buddy’ scheme in conjunction with Downland Cycles and Spokes to enable staff to increase their cycling confidence. M
- ◆ Continue to identify new cycle route schemes to enable more trips to be made by bike. Schemes to be bid from Kent County Council’s Local Transport Plan. M
- ◆ Investigate the introduction of cycle lockers to Park and Ride sites. M  
[Funding sourced from separate City Council funds to improve cycle parking facilities]

#### Park and Ride Actions

- ◆ Promote the use of free Park and Ride to all City Council staff in travelling to and from work with the relevant transfer of funds to Parking Services. H  
[Allocate £12,000 pa initially, based on assumption that 10% of staff may choose to use it half of the time].
- ◆ Investigate scope for Park and Ride buses to use Military Road and Brymore Road for the return journey to Sturry Road site. H
- ◆ Investigate scope for Park and Ride services from the coastal areas. L

#### Bus Actions

- ◆ Offer discounts to Stagecoach’s three monthly Gold Rider and Mega Rider tickets to make bus travel to work half price. H  
[Allocate £5,000 pa based on similar experience at Kent County Council]
- ◆ Offer a free one-week Stagecoach Gold Rider/Mega Rider bus travel ticket to new employees. H  
[Allocate £200 pa]
- ◆ Continue to offer free weekly tickets to staff during European Mobility Week/ National Travelwise Week in September. H  
[Allocate £100 pa]
- ◆ Hold discussions with bus operators about route problems and timetabling issues. M
- ◆ Explore the procurement of routes together with other local organisations in the longer term. L

#### Train Actions

- ◆ Negotiate discounts with the new rail operator. H
- ◆ Offer interest free loans for the purchase of annual season tickets. H
- ◆ Provide hire bikes (through Downland Cycles) for staff wanting to cycle from Canterbury West or Canterbury East stations to work. M  
[Allocate £200 pa]
- ◆ Investigate procurement of shuttle buses between Canterbury East and West stations and Military Road together with other local organisations in the longer term. L

#### Permits and Enforcement Actions

- ◆ Recommendations of the Car Park Working Group to be considered by Management Team and then implemented. H

### Hot' Parking Actions

- ◆ Provide a 'hot parking' area in conjunction with new parking permit system. H

### Security Actions

- ◆ Investigate cost of improvement to CCTV particularly overlooking the motorbike parking area. M

### Car Sharing Actions

- ◆ Implement dedicated spaces for car sharers near to Military Road office and issue special permits. H  
[Allocate £100]
- ◆ Continue to promote Kentcarshare scheme amongst staff and to external organisations. H  
[Allocate £200 pa for annual license fee - waived if Travel Plan annual monitoring presented to KCC].
- ◆ Continue to have emergency lift home facility. H  
[Allocate £100 pa although not used in 11 months]
- ◆ Investigate other incentives such as negotiated discounts to car valets at Military Road. M

### Pool Car Actions

- ◆ Investigate hire of new Pool Cars, ideally 'green fuel' or fuel efficient cars. H  
[Allocate £4,000 p.a for two cars – this takes account of potential income from recharging mileage at a competitive rate]
- ◆ Set up marketing and awareness raising in addition to convenient and user-friendly electronic booking system for Pool Cars. H

### Essential Car User Actions

- ◆ Communicate a 'common sense' approach with Essential Car Users that they are required to have a motor car at their disposal whenever required for work, and that they can therefore benefit from the Travel Plan incentives for days when they can reasonably anticipate that their car is not needed for business purposes. H

### Electric Cars Recharging Facility

- ◆ Allow staff owning an electric/hybrid car to use the electric recharging facility at Military Road. H

### Visitor Actions

- ◆ Carry out works to create more Visitor bays in Military Road car park adjacent to the Car Sharing spaces. H  
[Funding sourced from Facilities Management 2004/05]
- ◆ Marketing Team to devise leaflets showing maps and public transport information which would then be promoted to City Council visitors to use public transport whenever possible. M  
[Allocate £650]
- ◆ Departments to be discouraged from providing free parking permits to visitors attending city centre conferences arranged by CCC. The provision of free Park and Ride to be offered at a Department's discretion (Parking Services to be reimbursed). M

### Blue Badge Actions

- ◆ Carry out works to improve Blue Badge bays to make them enforceable. H  
[Funding sourced from Facilities Management 2004/05]
- ◆ Monitoring of Blue Badge bays to then be undertaken to ascertain whether more are needed. H

Deliveries Actions

- ◆ Investigate improvements to loading/unloading area for delivery vehicles away from the entrance to the building to improve safety. **H**  
[Funding sourced from Facilities Management 2004/05]

Changes to Off-Street Parking Permits Actions

- ◆ Investigate limiting the use of off-street parking permits by staff if working or attending a meeting in the city centre. **M**

Charging for Parking Actions

- ◆ Investigate charging for parking and consider ‘cash out’ system for introduction in three years time if targets not being met and only after identified priority incentives are up and running. **L**
- ◆ Investigate change to on-street waiting restrictions around Military Road to ensure that residents were not adversely affected in conjunction with introducing parking charges for staff. **L**  
[Allocate up to £10,000 for initial set up and £5,000 per annum thereafter]
- ◆ Revenue from charging to be ring fenced for Travel Plan initiatives and associated costs. **L**

### 3. BACKGROUND

#### Travel and the Environment

3.1. Since 1990 traffic flows in Kent have increased by 32%, and traffic is predicted to grow by about 26% in the Canterbury district over the next ten years. The CBI estimates that traffic congestion costs Britain's businesses £20 billion per annum. It is estimated that 120 million tonnes of carbon dioxide (CO<sub>2</sub>) are released into the atmosphere each year as a result of fuel combustion by road vehicles, and road traffic is the fastest growing source of CO<sub>2</sub> emissions that contribute to global warming and climate change.

3.2. Around 160,000 vehicles per day travel to and from Canterbury along its main routes. However, peak hour congestion around the ring road during school term time remains a significant problem with approximately 20% of peak hour traffic being school run related. The car is used for about one third of all school journeys with journeys often being less than one mile.



3.3. Commuter trips are estimated to make up about 30% of daily traffic concentrated over just a few hours and for short trips they are a significant source of air pollution.

3.4. Vehicle emissions have also been linked to the doubling of child asthma cases during the 1990s, and the health impacts of traffic pollution are estimated to cost £11 billion each year.

3.5. Obesity levels have almost tripled in the last 20 years: almost two thirds of men and half of women in the UK are overweight or obese and therefore have a significantly increased risk of heart disease as well as many other diseases. Obesity is now considered as a major national health crisis, with more than one in four adults predicted to be obese by 2010 as well as being an increasing problem among children. Obesity is on the rise in this country mainly because of the nation's decreasing rates of activity – most of us do not take enough daily physical exercise for the good of our health - and the cost to the NHS and the UK economy is estimated at £2.6 billion a year.

#### Canterbury District Transport Action Plan

3.6. [The Canterbury District Transport Action Plan](#) (March 2004) provides a set of actions and targets, which have received the support of the local community, and upon which future investment decisions can be made within the district, and bids for funding from external sources can be based. The action plan has been approved by the City Council and by Kent County Council as the local highway authority.

3.7. The action plan aims to bring about real improvements to other travel options such as public transport, Park and Ride, walking and cycling to offer genuine alternatives to the car for all or part of some journeys. The [Canterbury District Walking and Cycling Strategy](#) (2003) is aimed at improving safer walking and cycling networks across the district over the next ten years. Improving facilities to encourage commuters to walk or cycle to work is one of many key objectives. The five key aims of the Transport Action Plan are:

<b>Improve travel choice by:</b>	investing in alternative methods of transport to the car; encouraging more journeys to be made by bus, train, walking and cycling.
<b>Reduce traffic congestion by:</b>	identifying affordable road building solutions; improving traffic management to relieve congestion 'hot spots'.
<b>Improve road safety by:</b>	identifying schemes which target casualty reduction; reducing inappropriate traffic speeds.
<b>Reduce travel demand by:</b>	reducing and controlling the number of car journeys made into town centres; locating development close to good transport links and local facilities to reduce car journeys.
<b>Improve travel awareness by:</b>	developing the Canterbury Travelwise campaign; encouraging travel plans and partnership working with stakeholders and transport providers.

3.8. One of the targets is to implement the City Council Travel Plan by 2005. This target is also reflected in the Council's Corporate Plan and would complement our emerging Climate Change Strategy.

**CANTERBURY  
TRAVELWISE.**



3.9. Other relevant and ongoing actions include: developing travel plans at other organisations in the district by continuing to be a member of the Canterbury Employers Travel Forum and working closely with Kent County Council; developing the Canterbury Travelwise campaign to raise awareness and to get everyone to think about how they travel to and from Canterbury; developing travel plans at schools; developing safer routes to school, and continuing to be a lead partner of the Kent and Medway Walking Bus Group.

### **Travel Plan – The Way Forward**

3.10. The City Council is concerned about the impact of congestion and pollution on the local area whilst the resources are no longer available to provide a car parking space for everyone who wants to drive to work alone. If the offices at Military Road were being built today, there would be approximately 60 fewer parking spaces provided (in accordance with current Kent County Council Vehicle Parking Standards). This equates to a 22% over provision in car parking. Accepting responsibility for our impact on the environment and on local travel conditions, the City Council has approved the development and implementation of a travel plan to help manage and reduce that impact and to improve travel choices for staff.

3.11. A travel plan is an evolving series of initiatives (and in the longer term sometimes also disincentives) to encourage all staff (including those at 'satellite' offices) to make incremental changes to our travel arrangements, mainly between home and work but also on work business. Personal and work circumstances as well as the availability of other transport options and parking disincentives will determine the uptake of these alternatives. For some, no alternative may be suitable, but for others it might mean using a different mode of transport perhaps just once a week, and for others, more frequently.

3.12. A reduction in the number of people driving to work alone can make a major contribution to easing peak hour congestion and may, as a consequence, reduce business mileage. Parking spaces that are no longer taken up by staff will relieve parking pressures for those who have no option but to drive to work. Relieving the pressure for parking may also enable the City Council to consider alternative uses for areas of the car park in the longer term.

3.13. Staff are encouraged to change travel behaviour on a voluntary basis through information and incentives initially. This may mean trying out an alternative form of transport that had not considered previously which might then be used more often. The key message to communicate with colleagues is: **changing travel behaviour even just once a week could result in significant reductions in traffic congestion and parking pressures by up to 20%**. The promotion of Bike Week (when staff cycling to work can have a free breakfast and a free 'Dr Bike' safety check) and European Mobility Week (free week's worth of bus travel and Park and Ride) has helped to raise awareness of non-car modes of travel. These will continue to be promoted.



### **Objectives**

3.14. A Members' Scrutiny Panel was set up to help steer the scope and development of the Travel Plan. Management Team have agreed the four main objectives of the Travel Plan which are:

- **Improve travel choices for staff.**
- **To help reduce traffic congestion in the Canterbury area and the inconvenience that results from this.**
- **To reduce pressure on the limited number of car parking spaces available at Military Road and at other City Council workplace locations with similar problems.**
- **To represent an 'up front' public demonstration of corporate commitment and to set a good example (a good 'green' image would allow us to be an exemplar to other employers and organisations).**

## 4. TARGETS

4.1. By combining initiatives in the early stages together with harder hitting measures in about three years time, we believe that **single car occupancy can be reduced from 64% to 50% at Military Road office over five years**, representing a 20% reduction during this period. This could mean 90 fewer staff cars travelling around Canterbury just to get to Military Road every day, with benefits for air quality, reduced CO<sub>2</sub> emissions, traffic congestion and car parking. Further reductions in car journeys to and from Military Road may arise from more business trips being taken on foot or by bike, and visitors being encouraged to use Park and Ride where possible.

4.2. It is also proposed that **travel modes that are occasionally used by staff to travel to/from work are increased from 33% to 50%** over five years, representing a 50% increase during this period.

4.3. Automatic traffic counts undertaken in December 2004 showed that, on average, there is a total of 1690 vehicle movements at the Military Road office each working day during term time between 0700 and 1900 hours. It is proposed that **vehicle movements at Military Road be reduced by one sixth (16%) during five years**. The target reduction therefore equates to 270 vehicle trip savings per day.

4.4. It is anticipated that all actions identified as a high priority will be undertaken during 2005/06.

4.5. Other targets may be introduced following the annual reviews of the Travel Plan to reflect any emerging changes, such as changes to the Travel Plan objectives/priorities or changes to other relevant circumstances.

4.6. The Staff Travel Survey and meetings with Staff Panel and the Car Park Working Group have highlighted some important initiatives to encourage public transport users, more journeys by bike and on foot, and by car sharers. This package of initiatives has been developed to start to achieve our targets and deliver our objectives.

4.7. Experience has shown that staff who live closer to their place of work have more choice in their method of travel and are therefore more likely to try alternative means.

4.8. The provision of a large, free car park is one of the main reasons why driving to work is so attractive. Take-up rates of incentives will be affected by their suitability and availability and whether there is a cost for parking at the office. If charging were introduced, then the revenue would be ring fenced to fund the Travel Plan incentives.

## 5. FUNDING

5.1. The City Council has allocated £10,000 during 2004/05 to spend on the Travel Plan. This budget has also been identified as a growth item for the next financial year: it is anticipated that in January 2005 funding will be confirmed to be £55,800 (comprising £25,800 for revenue and £30,000 for capital).

5.2. The publication of this Travel Plan has helped to identify preliminary costs of incentives, particularly the high and medium priorities which are intended to be introduced during the first two years and within the available budget. The actual cost will rely on voluntary take-up by staff and it is feasible that there may be low initial uptake with an increased uptake monitored over time. At this early stage, the estimated cost in 2005/06 is anticipated to be approximately £43,000, in 2006/07 approximately £24,000, and in 2007/08 approximately £23,000. These estimates take account of the need to implement the high priorities that were identified by Members during the first year which are the provision of new showers, changing facilities and secure bike shed, the provision of pool bikes, free Park and Ride, subsidised bus fares and the implementation of the car park works (which would be funded separately).

5.3. We will endeavour to negotiate further discounts with local bus and rail providers, local bike shops, car dealers and others to achieve corporate sponsorship to the mutual benefit of all parties involved.

## 6. TRAVEL SURVEY FINDINGS

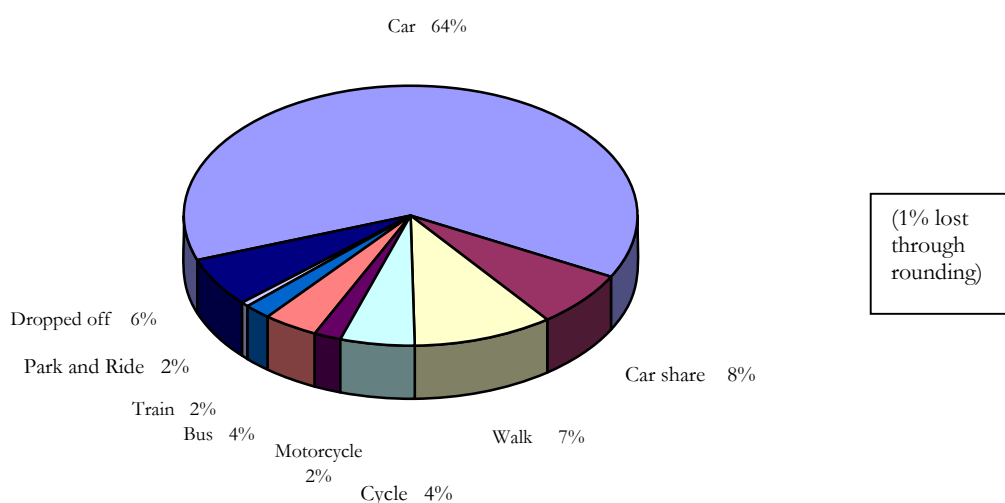
6.1. In July 2002, 852 questionnaires were issued to all Canterbury City Council staff to find out their present modes of commuting and business travel and to assess willingness to change to less environmentally damaging options. There were 462 responses (54%) representing a very high response rate. 84% of these replies were from staff based at Military Road and were representative of gender, department and salary grades (although representation of staff lower than Scale 3 was less than expected).

6.2. A similar travel survey was undertaken in September 2002 for Members: 28 responses were received (57%) again representing a very high response rate and was representative of all political parties.

6.3. Summaries of the staff and Members' surveys can be viewed here:

[Staff Travel Survey Results](#)

[Members' Travel Survey Results](#)



The main findings were:

- There is a willingness to consider travel alternatives provided that they are flexible so that we can accommodate domestic requirements and without being forced into making permanent changes against our wills.
- The car park at Military Road is a source of concern for many, particularly the basis on which the permits are allocated for the upper and lower car parks and lack of enforcement.
- Many of us (62%) are interested in alternative/more flexible working methods
- We are heavily dependent on single occupancy car journeys (64%)
- Many of us live close enough to work to make walking or cycling a real possibility
- Many of us live close enough to public transport services, pass a Park and Ride site into work or live in areas with good car share potential
- Few of us actually cycle or use public transport
- Main reasons given for using preferred methods of transport were convenience, speed, cost and car being essential for carrying out job.

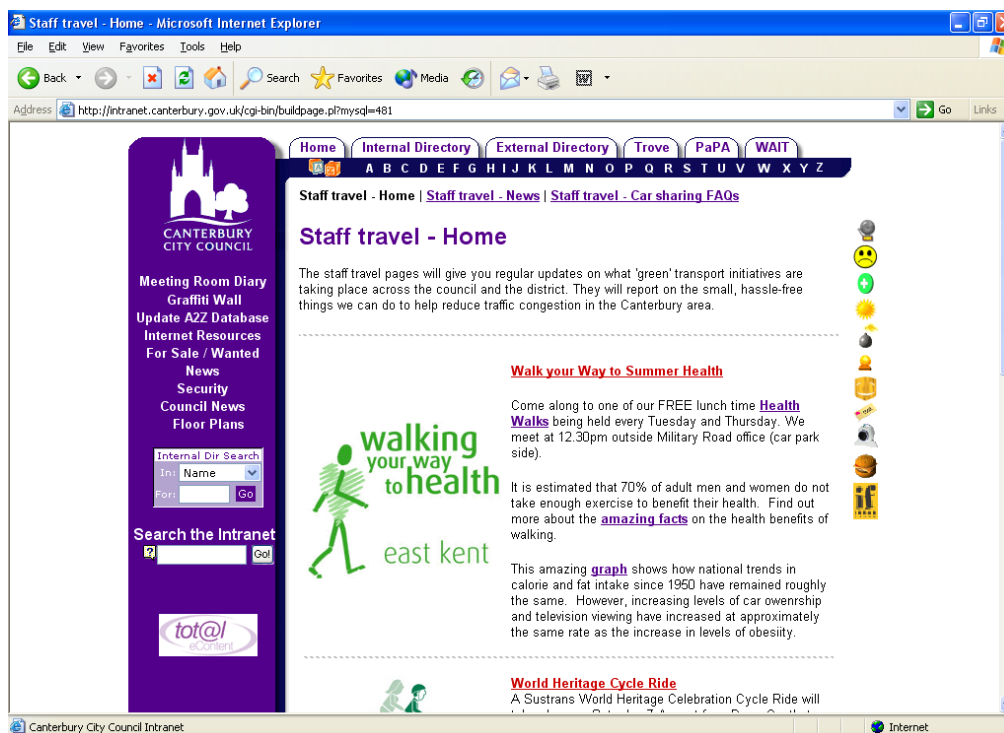
## 7. INFORMATION

7.1. The effective transfer of information is essential to enable us to make more informed decisions over journey choices. The Staff Travel pages on the intranet will have a growing database with information on public transport, including bus maps and timetable information, in addition to other new incentives being offered through the Travel Plan. The current Staff Travel pages can be viewed here: [Staff Travel Pages](#).

7.2. The car sharing scheme and information about walking for health, Bike Week (in June) and European Mobility Week/National Travelwise Week (September) are already provided on the intranet.

7.3. There will be a launch week during February. Marketing of the incentives will also take place in City Views, City Brief and Not on Your Agenda. The marketing campaign will be regularly refreshed to reflect new measures that are implemented. The publication of a stand alone leaflet for staff will also be investigated.

7.4. The key message to communicate with colleagues is: changing travel behaviour even just once a week could result in significant reductions in traffic congestion and parking pressures by up to 20%.



### Information Actions

- ◆ Continue to update Staff Travel pages on intranet including links to other web sites where appropriate.
- ◆ Arrange focussed marketing of initiatives through City Views, City Brief, Not on Your Agenda and consider production of stand alone leaflet when Travel Plan is finalised.  
[Allocate £500]

## 8. CHANGING WORKING PATTERNS

### Flexible Working

8.1. Sometimes choosing not to travel or even travelling outside the peak rush hours may be possible. The City Council already operates a flexitime system which 82% of staff at Military Road can take advantage of, and some home working is already done on an informal basis (which frequently enables higher staff productivity). Working constraints and service delivery mean that more flexible working is not necessarily possible for everyone.



8.2. Most employees work best when they are able to achieve an appropriate balance between work and other aspects of their lives. Flexible working helps to recruit new talent as well as retain our existing staff talent.

8.3. Following recent consultation, more flexible working arrangements are being trialled by Corporate Services and Building Control for a six month period starting in October 2004. This includes abolition of core hours, earlier start/late finishing working hours, working from home and compressed working hours (eg nine day fortnight). Monitoring the impact on service delivery and the effects on team colleagues will form an essential part of the monitoring during and after the pilot scheme.

8.4. The outcome of this trial will shape the adoption of the Council's [Work Style policy](#) which is primarily intended to enable us to balance domestic and work life more easily, whilst taking account of the business needs of the Council, to increase morale and to help recruit and retain staff. We want to create an environment that encourages managers and staff to think creatively. Such a policy may also assist with any future introduction of improvements to the Council's service delivery (eg extended opening hours to the public).

### Tele-Conferencing

8.5. Some of us travel long distances to hold essential meetings at locations that, coincidentally, already have tele-conferencing facilities (such as University of Southampton). Not only does this result in higher business mileage costs, but the journeys themselves often involve contributing to already congested motorways which results in increased stress and lost productivity time in the office.



8.6. Being able to travel shorter distances by utilising another organisation's existing tele-conferencing facility could reduce our business mileage costs, lessen our impact on the environment in terms of reduced pollution, and would result in better use of our time. Investigations will be undertaken to find out where existing facilities are located in Kent and whether we would be permitted to utilise them.

### Changing Working Patterns Actions

- ◆ Monitor the effects of pilot flexible working scheme with a view to introducing a Work Style policy across the whole Council, taking account of the needs of service delivery.
- ◆ Investigate tele-conferencing facilities at other organisations in Kent.

## 9. OTHER INCENTIVES

9.1. The provision of other incentives was cited as being very important in the Travel Survey. This applied to 14% of those could travel by Park and Ride, 11% of staff who could cycle to work, 9% of those could travel more by bus and, 7% of those could travel by train.

9.2. Some suggested that the Council should give extra time incurred for travelling 'green' or converting 'days travelled green' into points which could then be transferred into benefits such as healthy lifestyle incentives, leisure centre passes or extra annual leave. However, there is an indirect cost to the council in adopting some or all of these measures.

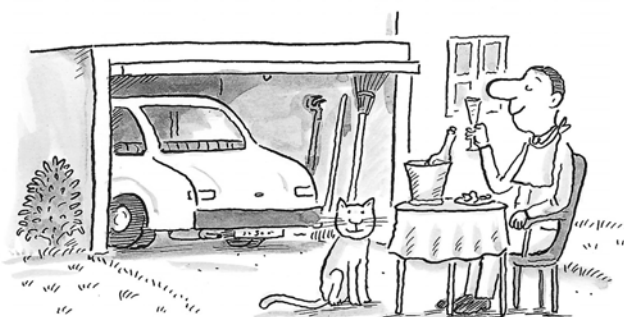
9.3. For an individual, losing time is often the biggest disincentive for not travelling 'green'. However, for an individual to record the actual extra time incurred and then giving them back some of this lost time would be extremely difficult to administer on an individual basis and may, in some circumstances, result in unacceptable lost time to the organisation in terms of the impact on service provision.

9.4. Instead, an innovative [Green Scheme](#) that invites us to pledge to travel to work using a sustainable mode of travel as much as possible will be introduced. The scheme would effectively reward staff with healthy lifestyle incentives and potentially also an additional day's annual leave.

9.5. Those of us signing up to the scheme must complete a daily travel to work diary providing evidence of 'green' travel where appropriate. Days spent working from home under the new Work Style scheme or other days spent away from the office (such as on courses, annual leave, sickness etc) would not, therefore, be included.

9.6. The scheme would link 'days travelled green' to a points system. Upon the attainment of a certain number of points, they would be converted into specific incentives (such as healthy lifestyle incentives and leisure centre passes), theatre tickets and others. These incentives will be negotiated with local businesses wherever possible.

9.7. For those of us who succeed in making at least three out of every five trips to the office using a sustainable mode of transport during a given year (ie **not** travelling to work alone by car) will be granted an additional day's Annual Leave per annum (a 'Green Day') at the end of that year. This 'Green Day' would be taken with the agreement of the respective line manager to ensure that work loads and business needs of the Council were met. The 'Green Scheme' will be investigated in further detail.



### Other Incentives Actions

- ◆ Set up a 'Green Scheme' using a points system and 'Green Day'.  
[Allocate £500 pa for incentives although they will be negotiated wherever possible]

## 10. FOR PEDESTRIANS

10.1. As well as leaving you feeling fresher and more positive for work, [walking](#) or cycling briskly for half an hour a day can halve the risk of heart disease whilst car users regularly suffer up to three times as much pollution as pedestrians (source: Health Education Authority).

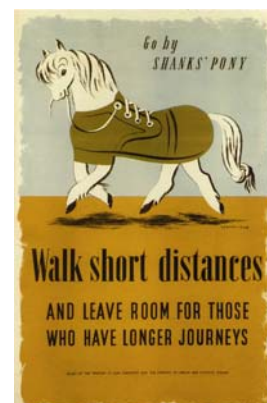


10.2. More than half of all those who responded to the survey stated that they were interested in the health benefits resulting from taking more regular, moderate exercise. Whilst one in every six members of staff (15%) who are based at Military Road live within a reasonable walking distance from work, only half (7%) actually do walk to work. Few of these respondents suggested changes that would most encourage them to walk to work more often, although the most popular responses included time or financially based incentives, provision of showers, clothes lockers and changing facilities at work, easier access to a pool car for business use and improvements to pedestrian routes.



10.3. Twice-weekly free lunch time HealthWalks were set up in July at the Military Road office to encourage us to exercise more for health benefits. Encouraging walking, for example through these lunch time HealthWalks, will help to raise awareness of how close we actually are in relation to the city centre, and that walking can often be quicker and more enjoyable than driving into the city centre at lunch time. The Walk Leader training was provided free by NHS Health Promotions and was undertaken during work time. The 'Passports to Prizes' scheme was launched in October 2004 and offers small incentives to encourage staff to continue their attendance. More information can be viewed here: [Lunch Time HealthWalks](#).

10.4. Awareness raising of walking for health may encourage others who live close to work to walk more often to the office. For others, the introduction of parking charges may ultimately discourage them from driving into work on their own. The provision of other non-financial incentives to encourage us to walk to work may be provided, such as personal attack alarms and Stepometers.



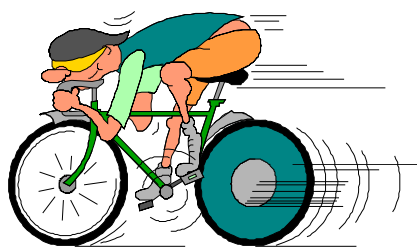
10.5. During the European Mobility Week event in September 2003, free Shiatsu massages were offered to those who pledged to walk to work or walk more often during the week, in addition to free blood pressure checks. This was followed by a fortnight's trial of using a Stepometer: all those who participated felt better and had more energy by simply walking more often and by incorporating walking into daily lifestyles. Such health awareness raising events will be continued.

10.6. Half of the Travel Survey respondents already walk short distances for some business trips. However, many who need to attend a meeting at another building up to a mile away in Canterbury (such as the Westgate Hall, Marlowe Theatre or Kent County Council office in Beer Cart Lane) choose to drive even though walking is often quicker compared to getting caught up in traffic jams and/or finding a parking space. [Walking or cycling to meetings](#) at city centre locations will be encouraged and promoted.

### **Pedestrian Actions**

- ◆ Continue to promote lunch time HealthWalks.  
[Allocate £50 pa]
- ◆ Continue to promote walking for health during European Mobility Week/Travelwise Wise Week in September.  
[Allocate £50 pa]
- ◆ Investigate provision of non-financial incentives such as personal attack alarms and Stepometers to encourage staff to walk to work.  
[Allocate £500]
- ◆ Promote walking for business purposes to other city centre buildings up to a mile away.
- ◆ Continue to identify new pedestrian improvement schemes to encourage more trips on foot. Schemes to be bid from Kent County Council's Local Transport Plan.

## 11. FOR CYCLISTS



11.1. About one third of us consider that we live within reasonable cycling distance from work but only 4% regularly cycle to work. Whilst the council offices are well located on National Cycle Route 1, it is mainly the lack of showers and changing rooms in addition to the unsecure bike shed (often broken into) that discourages most of these staff from cycling to work. The provision of safer cycle routes and cycle paths were also stated as incentives to encourage more staff to cycle to work.

11.2. It is proposed that [new, secure bicycle parking facilities](#), showers, changing rooms and clothes lockers are provided at Military Road. Converting the existing Bike Shed to a weather proof store would provide valuable extra storage space for Office Services.

11.3. One third of us would be interested in using a pool bike to undertake local business trips on bike, however, only 8% currently do. The City Council already allows us to claim bicycle mileage for business trips through the innovative Bicycle Allowance Scheme whereby we can receive the same amount per mile as we would by car (although an element of this payment is taxable). This scheme can be viewed here: [Bicycle Allowance Scheme](#). The provision and promotion of [pool bikes](#) (with appropriate safety equipment) together with better promotion of the Bicycle Allowance Scheme would assist staff to make more local trips by bike. Making any existing team owned bikes available for use by all staff will also be investigated (eg Traffic & Transportation's folding Brompton bike). An electronic booking out system would also be promoted to increase awareness.

11.4. Traffic congestion on Military Road often increases at lunch time as many of us who are based at Military Road drive into the city centre. The provision of [pool bikes](#) would assist those working at Military Road to make healthier and quicker lunch time trips rather than taking the car.

11.5. Investigations will be made to enable those of us using buses starting/terminating at the bus station to pick up a bike from the new cycle centre at Whitefriars.

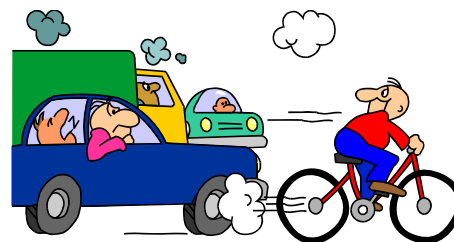
11.6. Discounts for purchasing cycle safety equipment such as cycle helmets, high visibility tabards, lights and bike locks have been negotiated with local bike shops to encourage us to cycle safely to work. [Downland Cycles](#) are offering a package of safety equipment with a 15% discount.

11.7. Tibb's Cycle Centre in Stour Street offer a 10% discount on servicing and a 5% discount on purchases of new bikes. Downland Cycles offer a 10% discount on servicing, repairs, clothing and bike accessories if staff are also members of SPOKES (the East Kent cycle campaign) which costs £6 individual/£10 family. They have offered competitive rates of servicing with free and convenient collection from Military Road - serviced bikes would be returned back to the office the same day (or complimentary provision of a temporary bike if any repairs cannot be completed within the day). More information can be viewed here: [Bicycle Discounts](#).

11.8. We will investigate registering with the new '[Boost](#)' scheme which enables participating employers to offer employees significant savings when buying bikes by taking advantage of tax breaks. This new scheme involves issuing employees with vouchers which can then be redeemed at named bicycle retailers. The cost of the vouchers is deducted from salary and means that you avoid paying income tax and National Insurance Contributions resulting in massive savings.

11.9. [Workshops](#) to offer individuals instruction on puncture repairs will be made available at the Military Road office. A nominal fee will be charged for these workshops and would be paid for out of the Travel Plan budget. Downland Cycles mechanic and maintenance courses (held at their shop) will also be promoted.

11.10. An informal [Bike Buddy](#) scheme will be set up for those wanting to gain more cycling confidence and to get to know the cycle routes in and around Canterbury. Downland Cycles can organise a tour by bike of the cycle routes around Canterbury which can be linked to likely venues for meetings, travel from home, travel from stations etc. Times for small groups or individuals can be arranged flexibly to suit working hours.



11.11. The Military Road offices already enjoy good links to pedestrian and cycle route links being located on National Cycle Route 1 and with good quality pedestrian and cycle crossings over Military Road and Sturry Road. Improvements to the local cycle and pedestrian network are constantly being investigated with new schemes programmed for construction. They are funded principally through Kent County Council's Local Transport Plan of integrated transport measures. Each year funding is bid from Kent County Council for new schemes to further improve facilities for pedestrians and cyclists which are designed to promote cycle and pedestrian safety and amenity and include new pedestrian crossings, pedestrian refuges and new cycle lanes.

11.12. Some staff have suggested that they would welcome the introduction of secure cycle lockers at Park and Ride sites so that they could arrive by car and then complete the rest of their journey by bike, enabling them to undertake healthy exercise on their way into work and without worrying about sitting in traffic jams. This integration of different travel modes is one of the many targets already identified in the Canterbury District Transport Action Plan and will be investigated further.

#### **Cycling Actions**

- ◆ **Provide new, secure bicycle parking facilities, showers, changing rooms and clothes lockers at Military Road and adapt existing Bike Shed to storage facility.**  
[Allocate £20,000]
- ◆ **Provide pool bikes at Military Road, promote cycling for business journeys, investigate making existing team owned bikes available for use by all staff together with booking out system.**  
[Allocate £600 to set up]
- ◆ **Investigate the provision of loaned bikes from the new cycle centre at Whitefriars.**
- ◆ **Promote negotiated deals with local bike shops, including discounts for the purchase of cycle safety equipment, to staff.**
- ◆ **Set up system with Downland Cycles to offer staff competitive rates of servicing a bike and to include free collection and same day return of bike by the end of the working day.**
- ◆ **Investigate registering with 'Boost' to enable employees to make significant savings on the purchase of new bikes.**
- ◆ **Set up and pay for puncture repair workshops at Military Road (organised by Downland Cycles) Promote mechanic/maintenance courses run by Downland Cycles at their shop.**  
[Allocate £50 pa]
- ◆ **Set up 'Bike Buddy' scheme in conjunction with Downland Cycles and Spokes to enable staff to increase their cycling confidence.**
- ◆ **Continue to identify new cycle route schemes to enable more trips to be made by bike. Schemes to be bid from Kent County Council's Local Transport Plan.**
- ◆ **Investigate the introduction of cycle lockers to Park and Ride sites.**  
[Funding sourced from separate City Council funds to improve cycle parking facilities]

## 12. FOR PUBLIC TRANSPORT USERS

### Park and Ride

12.1. 40% of us pass near to a Park and Ride site on our journey into work, however, only 2% actually use Park and Ride. About a third of those who pass near to a site when travelling to work come from the Herne Bay/Sturry/Broad Oak area (Sturry Road site), 10% from the Ashford area (Wincheap site) and a further 6% from the Bridge/Barham area (New Dover Road site). Free use of Park and Ride and improved set down and pick up points at work would encourage us to use Park and Ride more often.

12.2. The Park and Ride service offers travel on high quality, 'low floor' buses with frequent services approximately every 10 minutes. The service is now split into three separate links. More information can be viewed here: [Park and Ride](#).

12.3. Park and Ride will be offered free to staff and allows unlimited travel throughout the day. Staff should report to the Park and Ride site manager on the day of travel (normally found in the Park and Ride building) and present their staff ID to receive a validated token.



12.4. Those of us who either live near to a Park and Ride site or who are dropped off can also use the service as a foot passenger. Staff should show their staff ID to the driver when boarding the bus.

12.5. During the first two months, monitoring will be undertaken to establish take-up and will enable a calculation of the number of Season Cards required which would be more convenient to use.

12.6. The provision of free Park and Ride enables a 'level playing field' for those who currently drive to work and who currently enjoy free parking at our various offices. Participating staff could also use Park and Ride to travel between Military Road and the city centre at lunch time, and would also help to reduce traffic congestion during this peak period. Inland Revenue have confirmed that the provision of free Park and Ride for staff would not be a taxable benefit. New employees will also be encouraged to use Park and Ride.

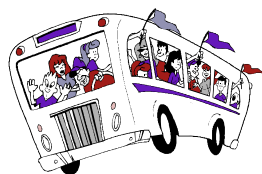
12.7. The setting down/picking up point travelling from the Sturry Road site into the city centre is directly outside the front door of Military Road office. However, for the journey heading from the city centre back towards the Sturry Road site, the setting down/pick up points are located on Broad Street (opposite Lady Wooten's Green) and also on the Sturry Road (near to Northgate roundabout). Whilst these stops are, at most, a 10 minute walk away from Military Road office, this is likely to be a factor that could dissuade some of us from using Park and Ride particularly during inclement weather or during the hours of darkness in winter when personal security may become more of a concern.

12.8. Allowing Park and Ride buses to use Military Road and Brymore Road for the journey to Sturry Road Park and Ride would also enable other organisations in Chaucer Road to promote the use of Park and Ride to their staff and visitors, thereby contributing to even greater reductions in local traffic congestion. However, a number of issues would have to be investigated first:

- It is likely that new waiting restrictions would have to be introduced (some spaces may have to be removed to enable two buses to pass each other safely) and would require consultation with local residents.
- It would be difficult for buses to turn right out of the end of Brymore Road onto Sturry Road unless traffic management measures, such as bus priority traffic signals, were introduced. This would need to take account of the planned introduction of a set of developer funded traffic signals at the end of Barton Road and the introduction of additional bus lanes on Sturry Road.

12.9. Discussions are taking place with Stagecoach East Kent to discuss the scope of introducing a Park and Ride service from the coastal areas without impinging on Stagecoach's commercial bus routes.

## **Bus**



12.10. Nearly half of us stated that we live within a reasonable walking distance from a bus stop that has a service that we could use to get to and from work, but only 4% actually catch the bus to work. About 30% of those who live near to a bus stop live in Herne Bay or Whitstable. Lower fares and more frequent and direct services would encourage us to use the bus more often between home and work.

12.11. The approved Canterbury District Bus Strategy has identified a number of actions and targets over the next ten years to make bus travel more attractive including a Quality Bus Partnership with Stagecoach East Kent. Stagecoach has just invested £2million in new, high quality buses, and Kent County Council, through its Local Transport Plan, is investing heavily in new infrastructure to make bus journeys around Canterbury faster and better (such as new bus lanes, new bus shelters, improvements to bus stops and ‘real time’ information). The first tranche of bus services that have been improved by Stagecoach are those on the Herne Bay/Whitstable/Canterbury Triangle with increased service frequency on their new high quality, easy access buses.

12.12. Many of those living in the coastal areas of Herne Bay and Whitstable have stated that they would like to see works buses provided to take them straight to work. Pick up points would therefore need to be kept down to a minimum to make such a service speedy and direct, and this is unlikely to suit everyone. It would also be prohibitively expensive in terms of being a Travel Plan priority over the next three years and would be premature given that Stagecoach have focussed improvements to the quality and frequency of services in these areas. The provision of works buses could be investigated in conjunction with other local employers in the longer term.



12.13. Discussions will be held with bus operators about any ongoing route problems and timetabling issues. Stagecoach have made some peak hour buses serve specific schools in Canterbury which not only makes the journey more direct for school children but also reduces the use of other peak hours buses by school children (service numbers marked with an ‘X’) which can increase the comfort of other passengers.

12.14. Stagecoach’s Gold Rider tickets allow unlimited travel for seven days on any Stagecoach bus in southern England except London, and their Mega Rider tickets allow unlimited travel for seven days within the area bounded by Gate Inn (Dover Road), Langton Lane, Milton Bridge, Vernon Holme, Rough Common Turning, Alcroft Grange, Broad Oak Turning, Westbere (Breadlands Lane) and Stodmarsh Road.

12.15. Stagecoach have offered a 10% discount on the purchase of three-monthly Gold Rider/Mega Rider tickets. Further subsidies from the Travel Plan budget mean that these fares are discounted to [half price](#) resulting in Gold Rider tickets costing just £8 per week and Mega Rider tickets costing just £4.50 per week offering great value and a real incentive to travel by bus. These benefits are exempt from income tax and National Insurance Contributions provided that the ticket is only used for travelling to work. To take advantage of these special rates, download this [PaPA form](#) and send to the Payroll Office to receive your ticket. The cost will be deducted from your salary over the period of the ticket.

12.16. To encourage new employees to consider using bus services they will be offered a free Gold Rider or Mega Rider ticket for one week. All we ask for in return is for a simple questionnaire to be completed, giving more details on what they thought of the service.

12.17. The provision of free weekly tickets during European Mobility Week/National Travelwise Week will continue to be offered to staff. All we ask in return is for a short questionnaire to be filled in to give us individuals’ impressions of their door to door journey and to let us know if any improvements can be made.

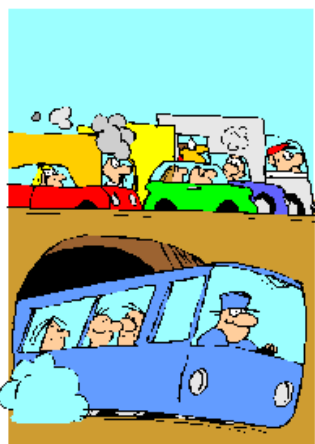
12.18. [Bus routes and timetable information](#) for Stagecoach and other bus operators will be provided on the Staff Travel pages on the intranet and will include appropriate links to other websites. Service no. 649 (operated by Kent County Council Passenger Services) will be promoted to staff at Military Road.

## Train

12.19. A third of us stated that we live near a train station that has a service we could use to get to and from work, but only 2% actually commute to work by train. One fifth of those who could travel by train live on the Chatham/Sittingbourne/Faversham line, a further fifth of staff live near to the Maidstone/Ashford/Wye/Chartham line and about 15% live on the Birchington/Westgate/Margate/Broadstairs/ Sturry line.



12.20. Some of us who live far from Canterbury may be prepared to drive to a station and catch the train, thereby avoiding the stress of sitting in traffic queues. Some stations charge for parking which would add further to the journey cost. Lower fares and more frequent services would encourage staff to use the train more often. South Eastern Trains are reluctant to offer any discounted train fares, however, it is hoped that the new rail operator may be more amenable to offering discounts. News on the new rail operator is unlikely to be known until next year.



12.21. Some staff who already travel by train or who would like to travel by train more frequently would welcome interest free loans to purchase season tickets. This would offer individuals who are committed to travelling regularly by train significant savings.

12.22. Interest free loans to purchase an annual season ticket are now available to staff provided they do not already receive an essential car user allowance. The loan is exempt from income tax and National Insurance Contributions. To take advantage of this facility and to view the terms and conditions of this loan, download the [PaPA form](#) so that the cost of the loan can be deducted from salary over the period of the season ticket. Alternatively you can go and purchase a season ticket and claim back the cost using the [Staff Reimbursement form](#).

12.23. Canterbury West and Canterbury East stations are both approximately one mile/20 minute walk from Military Road, but obviously much closer to city centre office buildings. Therefore, for those of us who are based at Military Road, this walk adds significantly to the overall journey time (although the traffic congestion benefits of travelling by train help to offset this).

12.24. Cycles can already be carried at no extra charge on all train services into Canterbury. Providing free cycle hire at the two Canterbury stations may enable staff to reach Military Road office more quickly than walking. [Bikes](#) will be made available at Canterbury West and Canterbury East railway stations by Downland Cycles. Staff wanting to collect a bike on their way into work should contact Downland Cycles the previous day. Arrangements would be made to leave a key with the platform staff for the member of staff to collect on their day of travel if this is likely to be before 8.30am. Downland Cycles would then invoice the City Council a nominal sum (taking account of insurance and servicing costs) on a monthly basis. The uptake of this initiative would be monitored over the first few months and if it were popular, bikes would then be purchased and stored in the cycle lockers at the stations to improve value for money.

12.25. Some have suggested the provision of shuttle buses linking the train stations with Military Road. This would be prohibitively expensive as a priority of the Travel Plan, and high numbers of short trips would also be polluting. If a bus had to wait for more than one train, this could potentially result in a longer wait compared with walking to the office. This will be investigated further in conjunction with other local employers in the Military Road area for the longer term.

12.26. The provision of train information and links to appropriate websites on the intranet will be undertaken, including [www.networkrail.co.uk](http://www.networkrail.co.uk) and the National Rail Enquiries hotline 08457 48 49 50.

## Public Transport Actions

### Park and Ride Actions

- ◆ Promote the use of free Park and Ride to all City Council staff in travelling to and from work with the relevant transfer of funds to Parking Services.  
[Allocate £12,000 pa initially, based on assumption that 10% of staff may choose to use it half of the time.]
- ◆ Investigate scope for Park and Ride buses to use Military Road and Brymore Road for the return journey to Sturry Road site.
- ◆ Investigate scope for Park and Ride services from the coastal areas.

### Bus Actions

- ◆ Offer discounts to Stagecoach's three monthly Gold Rider and Mega Rider tickets to make bus travel to work half price.  
[Allocate £5,000 pa based on similar experience at Kent County Council]
- ◆ Offer a free one-week Stagecoach Gold Rider/Mega Rider bus travel ticket to new employees.  
[Allocate £200 pa]
- ◆ Continue to offer free weekly tickets to staff during European Mobility Week/National Travelwise Week in September.  
[Allocate £100 pa]
- ◆ Hold discussions with bus operators about route problems and timetabling issues.
- ◆ Explore the procurement of routes together with other local organisations in the longer term.

### Train Actions

- ◆ Negotiate discounts with the new rail operator.
- ◆ Offer interest free loans for the purchase of annual season tickets.
- ◆ Provide hire bikes (through Downland Cycles) for staff wanting to cycle from Canterbury West or Canterbury East stations to work.  
[Allocate £200]
- ◆ Investigate procurement of shuttle buses between Canterbury East and West stations and Military Road together with other local organisations in the longer term.

## 13. FOR CAR USERS

### **Parking Permits and Enforcement at Military Road**

13.1. One of the most frequently mentioned issues raised by staff in the Travel Survey was that of the Military Road car park, particularly the parking permit system. Management Team agreed that car park issues should be dealt with separately but in tandem with the development of the Travel Plan. A Car Park Working Group was therefore set up to specifically discuss car park related issues in more detail and is comprised of members of Unison, Staff Panel, Organisational Development Group, Personnel, Facilities Management, Parking Services and Traffic & Transportation.

13.2. The method of allocating parking permits in the lower and upper car parks is currently based on salary grade and was considered by many Travel Survey respondents to be unfair and operationally inefficient. Other issues such as lack of enforcement and inadequate provision of spaces for visitors was also frequently mentioned. A change to the current system to be based either on a genuine business need or on a 'first come first served' basis was suggested.

13.3. Following further investigations and discussion, changing the system to reflect operational need is considered to be too complex to ensure that the 'right' staff are allowed to park in the lower car park, as care needs to be taken to ensure a sufficient number of allocated parking permits per parking space to enable sufficiently high 'turn around' of spaces. If incorrectly implemented, this could result in spaces sitting empty during the day whilst other staff compete unnecessarily for a space in the upper car park.

13.4. The Car Park Working Group made a number of recommendations which were presented to Organisational Development Group and Management Team. Some of the changes that have already been approved and will be implemented within the next few months include:

- Providing more visitor spaces.
- Providing spaces for registered and participating car sharers.
- Improving the size and surfacing of the Blue Badge Bays plus undertaking more enforcement of them.
- Undertaking signing and lining of the car park so that staff can park in the bays more easily thereby enabling enforcement to be undertaken.
- Removal of the existing 'Chief Officers' spaces to be used instead for the parking of long based council vans and trailers which currently take up to two spaces each in the lower car park. Parking for the Chief Executive and Directors may be re-located.

13.5. The issue of permit allocation was reconsidered by Management Team in November 2004 and it was agreed that a six month trial would commence in January 2005.

### **'Hot' Parking**

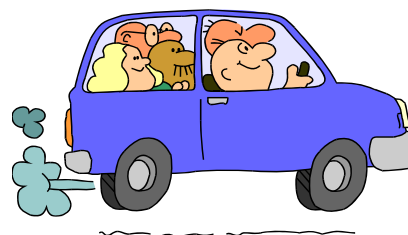
13.6. In conjunction with the new parking permit system at Military Road, it is proposed that there be an area of parking dedicated for staff who need to come and go frequently throughout the course of the day (on most days) for business purposes. These individuals have been identified through discussions with Heads of Service and would be issued with a special permit.

### **Security**

13.7. The cost of improving the CCTV coverage of the car park to act as a deterrent to thieves, focussing on the motorbike parking area, will be investigated.

### **Car Sharers**

13.8. Although 40% of us had already tried car sharing with a work colleague, only 8% regularly car share with a work colleague. Many indicated an interest in car sharing more often, provided that is not forced on us, that we are given help in finding suitable car share partners and that there is an emergency lift home facility for genuine, unforeseen emergency events.



13.9. Car sharing generally saves people money and results in less stress as they take it in turns to drive. Although car sharing on a permanent basis every day is not a realistic or practical option for most people, sharing a lift just once a week could result in significant benefits by contributing to up to 10% reductions in parking problems and traffic congestion.

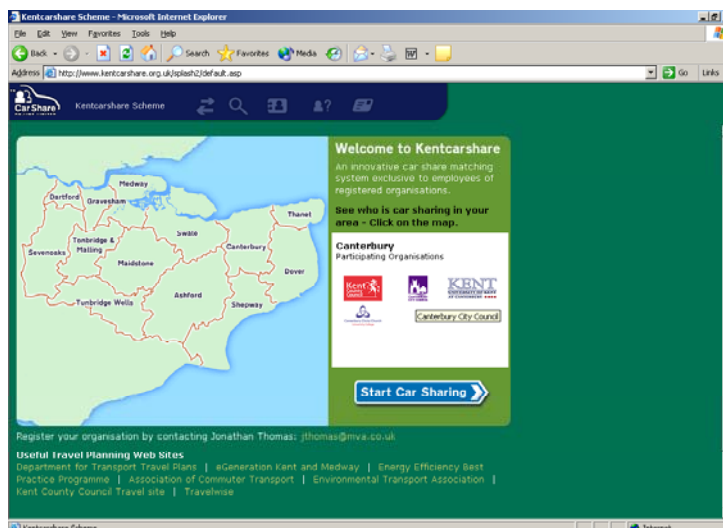
13.10. The City Council has registered with Kentcarshare, a Kent wide internet based car sharing scheme, co-ordinated by Kent County Council. This scheme can be viewed here: [Kentcarshare](http://www.kentcarshare.org). The City Council joined the scheme and was launched to City Council employees last December. Internal marketing and promotion has already resulted in 50 members of staff registering. Those registering their details on the secure database are asked for information about the area they live in, the times at which they normally travel to work, as well as some personal preferences. By asking the system to match on a choice of preferences, other suitable people can then be contacted to see if they wish to share a journey to work. The car share system will take time to build up a ‘critical mass’ of data. Information is already provided on the Staff Travel pages on the intranet and includes a demonstration of how the database works. This can be viewed here: [Car Sharing](#).

13.11. A free emergency lift home facility is already available for genuine, unforeseen emergencies. Claiming the cost of public transport is preferred if possible over the cost of a taxi, and any claim would need to be supported with a brief account of the emergency situation. A claim form is available on PaPA and can be viewed here: [Emergency Lift Home Claim form](#).

13.12. The provision of preferential parking for car sharers at Military Road has already been agreed by Management Team and will become available in January 2005. Registered car sharers will be given a special car sharing permit: participating car sharers will be able to park in a convenient area close to Military Road office. This will be enforced through ‘natural surveillance’ in addition to enforcement of the car park.

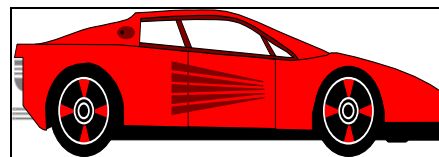
13.13. Kentcarshare will continue to be promoted to staff. Other incentives such as negotiated discounted car valets undertaken at Military Road car park will be investigated.

13.14. Any organisation can register with Kentcarshare and there are currently five in the Canterbury district who have already registered. The scheme will be promoted to other organisations, particularly in the Canterbury area, in partnership with Kent County Council.



### **Pool Car**

13.15. At the time of the Travel Survey, only 8% of staff used a pool car, however, 37% were interested in using a pool car for business journeys. The lease agreement on the three Peugeot 205 'Electricars' has since expired and a review of hiring alternative pool cars (preferably 'green fuel' or fuel efficient) is therefore necessary. Marketing and awareness raising would be essential to promote them in addition to a convenient and user-friendly electronic booking system, ideally through the intranet.



13.16. Many of us stated that the provision of [Pool Cars](#) would enable us to leave our own car at home and travel 'green' to work, whilst still being mobile in terms of making business journeys. This would help to reduce parking pressures and traffic congestion.

13.17. A mileage rate would be set for recharging to departments such that it was more competitive than existing mileage allowances. This would help to offset the hire cost of the Pool Cars.

### **Essential Car User**

13.18. Essential Car Users can also benefit from the incentives being offered in the Travel Plan and can travel to work 'green' on the occasions when they do not need to use their car for work. Essential Car Users are required to have a motor car at their disposal whenever required for work. It is expected that staff take a common sense approach to when this can be reasonably expected, taking into account the nature of their job, and if necessary in agreement with their line manager. In other words Essential Users are not necessarily expected to drive their car to work every day and park on site, and this will be communicated with colleagues.

### **Electric Cars Recharging Facility**

13.19. By encouraging the use of non-fossil fuel vehicles, we can help to reduce air pollution in Canterbury and the local area. Therefore staff who either already own or who are considering purchasing an electric or hybrid car will be permitted to use this facility.



### **Visitors**

13.20. Complaints have been received by members of the public and from some members of staff that there are insufficient parking spaces for visitors which gives a poor customer image. This will be addressed in January 2005 when more Visitor spaces will be provided. It is envisaged that the Car Sharing spaces be provided adjacent to the Visitor area so that visitors can make use of empty Car Share spaces, thereby maximising their operational efficiency.

13.21. Visitors to the council offices will be encouraged to use Park and Ride and other public transport if possible to help reduce parking pressures and traffic congestion. The Marketing Team will be asked to make up helpful leaflets showing maps with public transport and Park and Ride information and will be promoted to visitors by post as well as being available on the City Council's website.

13.22. Visitors attending conferences organised by the City Council which are held elsewhere in the city centre will be encouraged to use Park and Ride and other public transport. Park and Ride can be provided for free by the respective department provided that Parking Services are reimbursed the relevant cost. The issuing of free parking permits to visitors at such conferences will be discouraged.

### **Blue Badge Holders**

13.23. Eight spaces are currently available for disabled people but are frequently taken up by non-disabled people including visitors, staff and sometimes also Members. Works are about to be undertaken to improve the quality of these parking bays which include improvements to the gullies, surfacing, new signs and lines. This will make them enforceable by the Parking Attendants. The need for more Blue Badge parking spaces will be monitored after these works have been completed.

### **Deliveries**

13.24. Currently delivery vehicles are frequently parking outside the entrance to the building which can create confusing vehicle movements and congestion in a busy pedestrian area. Improved loading areas for delivery vehicles will be investigated further.

### **Changes to Staff Off-Street Parking Permits**

13.25. Consideration will be given to limiting the use of off-street parking permits by staff so that those who either work or attend a meeting in the city centre do not take up 'premium' short stay spaces. This will be investigated further over the next year.

### **Charging for Parking**

13.26. Charging for parking at the City Council offices will be investigated and considered for implementation within three years time in conjunction with monitoring of targets and reduction of pressures on the car park, and only after the identified higher priority incentives are already up and running. The introduction of such harder hitting measures is likely to make us think twice about bringing our car to work if an alternative already exists or if we live within a reasonable walking distance. Exemptions could include visitors and Blue Badge Holders.

13.27. The introduction of a 'cash out' system in conjunction with parking charges would also be considered. This would involve paying staff a one-off taxable lump sum at the start of every year and would give staff the option to save some or all of this money and to use it towards the cost of travelling to work by more sustainable means if possible.

13.28. It is important that any introduction of parking charges did not result in staff parking on roads around the office to avoid paying, to the detriment of local residents. Therefore, the investigation of a change to the on-street waiting restrictions in the All Saints area around the Military Road office (including Craddock Road, Military Road, Chaucer Road and Brymore Road areas) would be necessary to ensure that residents were not adversely affected. The cost of this would include consultation with residents, the installation of new signs and increased patrols by the Council's Parking Attendants. The cost of such a scheme would need to be resourced from the Travel Plan and/or car park income. Such a change to waiting restrictions or the Residents Parking scheme is in line with any other organisation/developer who is likely to result in changes that would have a similar impact on a local residential area.

13.29. If parking charges were introduced then they would be applied to all of the Council offices/buildings irrespective of where staff work to ensure equity. The funds generated would be ring fenced to spend on other Travel Plan incentives and for other costs such as the maintenance and security of the office car parks and possibly also for any necessary changes to local on-street waiting restrictions.

**Car User Actions**

**Permits and Enforcement Actions**

- ◆ Recommendations of the Car Park Working Group to be considered by Management Team and implemented.

**'Hot' Parking Actions**

- ◆ Provide a 'hot parking' area in conjunction with new parking permit system.

**Security Actions**

- ◆ Investigate cost of improvement to CCTV particularly overlooking the motorbike parking area.

**Car Sharing Actions**

- ◆ Implement dedicated spaces for car sharers near to Military Road office and issue special permits.  
[Allocate £100]
- ◆ Continue to promote Kentcarshare scheme amongst staff and to external organisations.  
[Allocate £200 for annual license fee - waived if Travel Plan annual monitoring presented to KCC].
- ◆ Continue to have emergency lift home facility.  
[Allocate £100 pa although not used in 9 months]
- ◆ Investigate other incentives such as negotiated discounts to car valets at Military Road.

**Pool Car Actions**

- ◆ Investigate hire of new Pool Cars, ideally 'green fuel' or fuel efficient cars.  
[Allocate £4,000 p.a for two cars - this takes account of potential income from recharging mileage at a competitive rate]
- ◆ Set up marketing and awareness raising in addition to convenient and user-friendly electronic booking system for Pool Cars.

**Essential Car User Actions**

- ◆ Communicate a 'common sense' approach with Essential Car Users that they are required to have a motor car at their disposal whenever required for work, and that they can therefore benefit from the Travel Plan incentives for days when they can reasonably anticipate that their car is not needed for business purposes.

**Electric Cars Recharging Facility**

- ◆ Allow staff owning an electric/hybrid car to use the electric recharging facility at Military Road.

**Visitor Actions**

- ◆ Carry out works to create more Visitor bays in Military Road car park adjacent to the Car Sharing spaces.  
[Funding sourced from Facilities Management 2004/05]
- ◆ Marketing Team to devise leaflets showing maps and public transport information which would then be promoted to City Council visitors to use public transport whenever possible.  
[Allocate £650]
- ◆ Departments to be discouraged from providing free parking permits to visitors attending city centre conferences arranged by CCC. The provision of free Park and Ride to be offered at a Department's discretion (Parking Services to be reimbursed).

**Blue Badge Actions**

- ◆ Carry out works to improve Blue Badge bays to make them enforceable.  
[Funding sourced from Facilities Management 2004/05]
- ◆ Monitoring of Blue Badge bays to then be undertaken to ascertain whether more are needed.

**Deliveries Actions**

- ◆ Investigate improvements to loading/unloading area for delivery vehicles away from the entrance to the building to improve safety.  
[Funding sourced from Facilities Management 2004/05]

**Changes to Off-Street Parking Permits Actions**

- ◆ Investigate limiting the use of off-street parking permits by staff if working or attending a meeting in the city centre.

**Charging for Parking Actions**

- ◆ Investigate charging for parking and consider 'cash out' system for introduction in three years time if targets not being met and only after identified higher priority incentives are up and running.
- ◆ Investigate change to on-street waiting restrictions around Military Road to ensure that residents were not adversely affected in conjunction with introducing parking charges for staff.  
[Allocate up to £10,000 for initial set up and £5,000 per annum thereafter]
- ◆ Revenue from charging to be ring fenced for Travel Plan initiatives and associated costs.

## 14. CONSULTATION FEEDBACK, NEXT STEPS AND MONITORING

### **Consultation Feedback and Next Steps**

14.1. The Draft Travel Plan was consulted on with all staff, Unison Executive, Staff Panel and Organisation Development Group during a five week period during autumn 2004. Neighbouring organisations and community groups in Military Road, public transport providers and local bike shops were also consulted with.

14.2. 93 survey forms were completed electronically by staff. On average, 81% of respondents agreed with the objectives and 75% agreed with the targets with overwhelming support for the actions identified. However, only 24% felt that the incentives would make a difference to how they travel to work (even just once a week) and even fewer (17%) felt that the potential longer term disincentives coupled with the incentives would make a difference to how they travel to work (even just once a week).

14.3. A summary of the consultation feedback from the online survey can be viewed here: [Draft Travel Plan survey feedback](#). Summaries of comments made by individuals can be viewed here: [Individual Survey Feedback](#).

14.4. Unison Executive supported the objectives of the Travel Plan subject to it not being punitive and that it must be part of a wider integrated plan that encompasses other authorities and services. This view was endorsed by the Joint Staff & Safety Consultative Committee. Staff Panel felt that the Draft Travel Plan was a very good step in the right direction.

14.5. Generally, therefore, it was felt that the feedback received was positive and has been used to help revise the Plan which was presented back to Management Team and Members' Scrutiny Panel before reporting further to Scrutiny Management & Review Sub Committee and Executive. The final version of the Travel Plan was approved by Executive in January 2005 and adopted by Full Council in February 2005.

### **Monitoring**

14.6. Ongoing monitoring by the Transportation team will enable the uptake and effectiveness of the initiatives to be assessed. This will be done by undertaking vehicle movement and parking counts as well as using a simple questionnaire survey (whilst ensuring not to overburden staff with questionnaires). The continued interest and enthusiasm of staff is crucial to the success of the Travel Plan. The annual survey results will be reported to Management Team and Members' Scrutiny Panel. There will also be six-monthly feedback to Scrutiny Management & Review Sub Committee on the implementation of the actions. This monitoring will enable the Travel Plan to evolve year on year to reflect changing travel needs and progress towards achieving the objectives and targets. The action plan will be updated annually and will also reflect new initiatives and suggestions made by staff. Other city council buildings will be considered for incentives that may be site specific. Other interim targets may be introduced following the annual reviews of the Travel Plan to reflect any emerging changes to the objectives.

14.7. The first annual review will seek to identify in more detail issues around:

- Occasional non-car travel
- Impact of trial Work Style policy on travel
- A reduction in City Council business mileage
- Staff car parking pressures including conditions of use of off-street parking permits.

14.8. The publication of the Travel Plan will enable capital and revenue funds to be bid with identified priorities from the following financial year. We will continue to work in partnership with external organisations such as NHS Health Promotions, public transport providers, bike shops and others to help deliver initiatives and, if possible, to seek corporate sponsorship to the mutual benefit of all parties.

14.9. Once implemented, the document will be published on the intranet and will be promoted with the help of the City Council's Marketing Team as well as information being provided in City Views, City Brief, Not On Your Agenda and the intranet. The marketing campaign will be regularly refreshed to reflect new measures that are implemented.

14.10. If you would like to help us identify more initiatives or improvements please let us know.

- **Let us have your comments.**
- **Try a 'greener' travel mode when you can and let us know how we can improve your journey.**

**For further information please email or contact:**

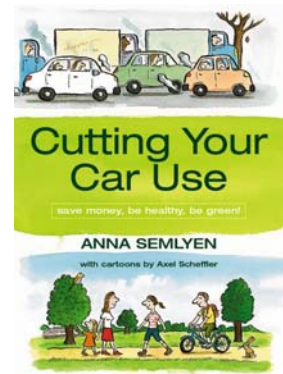
**Sheila Flynn** (Senior Transportation Planner) on extension **2459**

**Councillor Richard Parkinson** (Chairman, Members' Scrutiny Review Panel) on **471 255**



## 15. ACKNOWLEDGEMENTS

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