

SALISBURY CITY COUNCIL

Report

Subject : Travel Action Plan – Salisbury City Council
Committee : Environment & Climate Committee
Date : 14 October 2024
Author : Marc Read, Head of Environmental Services

1. Report Summary:

- 1.1. This report requests Council approve the final draft of the Travel Action Plan (TAP) that accompanies this report.

2. Background

- 2.1. Salisbury City Council declared a Climate Change Emergency at Full Council on 17 June 2019.
- 2.2. The Environmental Policy Action Plan (EPAP) was devised with aims to deliver on this declaration by moving the Council towards carbon neutrality, enhancing biodiversity in the spaces the council owns and manages, and displaying positive leadership to the community.
- 2.3. Action Point TT1 of the EPAP requests the production of a TAP to help promote sustainable practices, enhanced productivity and increased health and wellbeing.
- 2.4. Sustrans (a walking, wheeling and cycling charity, and the custodian of the National Cycle Network) were commissioned to produce the TAP on behalf of the Council and covers employees, councillors and volunteers.
- 2.5. The TAP provides a recommended Action Plan, which if adopted by Council, will be the responsibility of the Head of Environmental Services to review and deliver within agreed budgets and as part of the wider delivery of the EPAP.

3. Travel Action Plan Overview

- 3.1. A Travel Action Plan for employees, councillors, and volunteers helps promote sustainable, efficient, and cost-effective travel options and include:

Environmental Sustainability:

- Reduces our carbon footprint by encouraging the use of public transport, carpooling, cycling, and walking.
- Supports the council's broader environmental goals, including carbon reduction and climate change mitigation.
- Demonstrates leadership in sustainable practices, setting an example for the community.

Cost Efficiency:

- Reduces travel expenses by promoting shared transport options, minimising the need for individual car journeys.
- Lowers fuel and vehicle maintenance costs for the council and its employees.

- Maximises the use of available resources, ensuring cost-effective travel policies.
- **Improved Employee Well-being:**
 - Encourages physical activity (walking, cycling) which can lead to better health and reduced stress.
 - Reduces travel-related stress by offering more flexible and sustainable travel options.
 - Improves work-life balance by enabling remote or flexible working arrangements where travel is minimised.
- **Boosts Productivity:**
 - Reduces travel time and fatigue, enabling employees, councillors, and volunteers to focus more on their duties.
 - Streamlines travel logistics, ensuring smoother and more efficient operations.
 - Helps avoid delays caused by congestion or lack of parking.
- **Enhances Safety:**
 - Promotes safer travel options, reducing the risk of accidents related to long or unnecessary car journeys.
 - Encourages the use of public or group travel, which can mitigate individual risks, especially in adverse weather conditions.
- **Supports Social Responsibility:**
 - Demonstrates the council's commitment to the well-being of its staff and volunteers, as well as the environment.
 - Fosters a culture of shared responsibility for reducing the impact of travel on local infrastructure and the environment.
 - Involves stakeholders in sustainable decision-making, increasing their sense of contribution to the council's goals.
- **Alignment with Strategic Goals:**
 - Helps the council meet broader sustainability objectives and secure funding for green initiatives.
 - Integrates with regional or national transport strategies, showcasing the council's commitment to long-term goals.
- **Community Leadership:**
 - Sets an example for local businesses and organisations to adopt sustainable travel practices.
 - Strengthens the council's public image by aligning with eco-friendly and socially responsible practices.

4. Recommendations

4.1. It is recommended that the Committee:

- Approve the Travel Action Plan that accompanies this paper.

1. **Wards Affected:** All

2. **Background Papers:** Travel Action Plan – Salisbury City Council

3. **Implications:**

3.1. **Financial:** As outlined above.

3.2. **Personnel:** Nil in relation to this report.

3.3. **Environmental Impact:** As outlined above.

3.4. **Equalities Impact Statement:** Nil in relation to this report.



Travel Action Plan – Salisbury City Council



15 July 2024

Sustrans is the charity making it easier for people to walk and cycle.

We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

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Executive Summary

Directors Forward

As the Chief Executive Officer of Salisbury City Council, I am delighted to introduce our Travel Action Plan, a strategic initiative that reflects our commitment to fostering a more efficient, sustainable, and inclusive working environment. This plan is vital for our staff, volunteers, and councillors, and I would like to share why its implementation is crucial for our collective success and well-being.

Promoting Sustainable Practices

In today's world, it is imperative that we all contribute to reducing our environmental impact. The Travel Action Plan encourages sustainable travel choices, such as public transportation, carpooling, cycling, and walking. By adopting these practices, we not only reduce our carbon footprint but also set a positive example for the community we serve.

Enhancing Efficiency and Productivity

Effective travel planning can significantly enhance the efficiency of our operations. By optimising travel routes and schedules, we can reduce travel time, minimise delays, and ensure that our staff, volunteers, and councillors can focus more on their core responsibilities. This leads to increased productivity and better service delivery to our community.

Ensuring Health and Well-being

Active travel modes, such as walking and cycling, have numerous health benefits. Encouraging these forms of travel can help improve the physical and mental well-being of our team. A healthier workforce is more energetic, motivated, and capable of performing at their best, ultimately benefiting the entire city.

Cost Savings

Travel expenses can constitute a significant portion of our budget. By promoting cost-effective travel options and efficient route planning, we can achieve substantial savings. These savings can then be redirected to other important projects and initiatives within the city, enhancing our overall capacity to serve our community.

Fostering Inclusivity and Accessibility

Our Travel Action Plan promotes travel arrangements that are inclusive and accessible for everyone. By promoting diverse and flexible travel options, we can accommodate the varying needs of our team members, ensuring that everyone can contribute fully and effectively.

Strengthening Team Cohesion

A well-structured travel plan encourages carpooling and shared travel arrangements, fostering a sense of camaraderie and team spirit among our teams. Shared travel experiences can strengthen relationships, enhance communication, and build a more cohesive and collaborative working environment.

Long-term Strategic Vision

Implementing a Travel Action Plan aligns with our long-term strategic vision. It prepares us to meet future challenges and opportunities, such as advancements in transportation technology and changing work patterns. By planning proactively, we ensure that our council remains adaptable and resilient in a rapidly evolving world.

Community Leadership

As leaders within the city, it is our responsibility to model the behaviour we wish to see in our community. By adopting and advocating for sustainable and efficient travel practices, we demonstrate our commitment to the values we promote, inspiring others to follow suit.

The Travel Action Plan is an essential component of our strategy to enhance the well-being, efficiency, and effectiveness of our team. I encourage all staff, volunteers, and councillors to engage with this initiative, embrace the proposed travel practices, and contribute to our shared goals.

Thank you for your dedication and continued support in making our city a better place for everyone.

Asa Thorpe

Introduction

Salisbury City Council (SCC) declared a Climate Emergency in June 2019. In response to this the Council declared to:

- Work to make Salisbury as carbon neutral as possible by 2030.
- Work with partners to achieve “clean air” in Salisbury, in particular by taking action to reduce vehicle emissions, supporting public transport, cycling and walking.

SCC is committed to implementing a Transport Policy to encourage and maintain sustainable commuting and business travel for staff and visitors, to reduce the environmental impact of transport related council activities.

To achieve this, Sustrans were commissioned by SCC to deliver a Travel Action Plan (TAP). **The TAP is an independent review of SCC policy, processes, and procedures. Any actions or opportunities identified are recommendations for SCC to consider. SCC will determine what actions to take forward.**

The TAP aims to identify current staff travel patterns and barriers to using more sustainable modes of travel. It will help to determine the potential for change and makes recommendations, that if undertaken, will support staff to change their travel behaviours towards more active and sustainable modes (including walking, cycling, public transport and car sharing).

The Travel Action Plan

The Council’s TAP covers all employees, Councillors and volunteers at SCC sites. The following five sites were audited in detail: The Guildhall, The Crematorium, The Bemerton Heath Centre, Tollgate Road Depot and The Friary Community Centre (see Section 2, Figure 1). The following sites were not audited in detail but are considered in this TAP: The Pantry and Shop Mobility.

The information used to compile this document was obtained in a number of ways, including site audits, review of the SCC policies and procedures, meetings and conversations with staff at the sites and a travel survey of the whole organisation, including employees, volunteers and councillors.

The travel survey was completed by 61 (63%) employees, 18 (19%) Councillors and 18 (19%) volunteers. The return rate was extremely high (79%).

Key Findings

Overall Findings

- 77% of respondents live 6 miles or less from their place of work.
- 67% of respondents live within walking and cycling distance, under 3 miles, from their place of work.
- 10% of respondents live 4 – 6 miles (potentially a cyclable distance depending on fitness, terrain and ability) from their main place of work.
- Single occupancy car journeys account for 44% of all commutes.
- Over half of those that drive for their commute park in public car parks (53%).
- Active travel accounts for less than half (39%) of all commuter journeys (33% walking, 6% cycling).
- Only 8% of respondents use public transport as their main form of travel.
- 61% of volunteers who responded, use sustainable travel modes to volunteer.

What Would Persuade Employees to Walk?

- Respondents indicated that walking could be encouraged by improved changing and storage facilities on site.

What Would Persuade Employees to Cycle?

- Secure cycle parking (15%).
- Safer cycle routes (11%).
- Improved showers and changing facilities at work (8%).

What Would Persuade Employees to Car Share?

- Finding someone who lives nearby or on route to car share with (17%).

What Would Persuade Employees to Use Public Transport?

- Improved frequency and reliability (22%) and reduction in cost (12%).

Flexible Working*

- 42% of respondents stated they have no flexible working options available to them.

- 35% worked flexible hours once or more a week while 34% worked from home once or more a week.

*Flexible working is defined as working arrangements that allow employees to vary the amount, timing and location of their work.

Business Travel

- 31% of respondents stated that their role requires them to make business journeys.
- The main mode of transport used for business travel is single occupancy car journeys (53%). This also accounts for 74% of travel between council sites.

Suggested Actions

A range of suggested actions have been recommended, as detailed in Section 7. The identified opportunities are provided under the following headings.

Policy and Working Practices

- Enable more staff to benefit from flexible and home working options in order to support them to commute less and use more active options during peak times.
- Review current Essential Car Users (ECU) policy and payments. Continue to review annually to ensure staff qualify and criteria are met.
- Review and update the current Environmental Policy document online to reflect the current bicycle mileage rate for business use set by HMRC.
- Review and update the current Cycle to Work Scheme to ensure it meets the needs of staff.
- Review and amend the current 'Use of Private Car for Business' Policy to include more inclusive language that promotes sustainable travel modes for business use.
- Review existing Health & Safety policy information around mandatory helmet use when cycling for business. Include an acknowledgement that mandatory helmet use can create a barrier to cycling yet is required for SCC insurance and to align with health and safety requirements.
- Review and amend the Induction Checklist for staff to include information and advice on active and sustainable travel.
- Consider creating a separate Cycling Policy to support those wanting to cycle to work and for business.

Communication and Promotion of Sustainable Travel and Related Offers

- Provide public transport discounts to reduce the cost of travel.
- Provide park & ride incentives to increase use.
- Review and update information for staff and volunteers on what facilities and benefits are available to them and how to access them.
- Set up a Bicycle User Group (BUG) that staff can be directed to for support and advice, and who can feedback to management on behalf of colleagues.
- Develop links with local walking and cycling organisations to provide support for staff wishing to travel actively to work.
- Build a more inclusive and active culture that supports staff health and wellbeing, leading to more staff being able to travel actively.

Facilities and Infrastructure

- Work with Wiltshire Council to improve the local cycle network to allow staff and volunteers to feel safe when cycling.
- Install secure bike cycle parking at The Guildhall and Tollgate Depot. Improve cycle parking provision at the other sites to remove barriers to cycling and encourage cycling between sites.
- Improve shower and changing facilities at The Guildhall and Tollgate Depot to facilitate more active travel.
- Provide suitable lockers and storage facilities at all sites to make it easier for staff to travel actively.
- Consider purchasing protective clothing and equipment that staff can use when walking and cycling for business journeys.
- Further explore the potential of a pool e-bike scheme to replace short business journeys.
- Set up a suitable car share group to allow staff to easily find others in their area to share journeys with.
- Implement a guaranteed ride home scheme in line with HMRC guidelines.

1. Introduction

Aim of Project

Produce a Travel Action Plan (TAP) to assist Salisbury City Council (SCC) to meet the objectives of their Environmental Action Plan (EAP).

The TAP is an independent review of SCC policy, processes, and procedures. Any actions or opportunities identified are recommendations for SCC to consider. SCC will determine what actions to take forward.

Benefits of Active and Sustainable Travel

- Healthier, more productive workforce - employees who cycle and walk to work are fitter, healthier, happier, and less likely to take sick days.
- Reduced costs - less money spent on mileage claims, by encouraging active business travel for local journeys.
- Enhance environmental reputation and corporate social responsibility. Helping to achieve environmental targets and reduce carbon emissions.
- Increase the workforce morale by investing and promoting employee health and well-being.

Aims and Objectives of the TAP

This Travel Action Plan is aimed at reducing the impact of travel across all SCC sites. The key objectives behind SCC TAP are:

- To support delivery of SCC Environmental Policy and subsequent EAP.
- To reduce the environmental impacts of commuting and business travel associated with SCC's services and operations.
- To review current staff, Councillor and volunteer patterns for commuting and business travel and identify barriers to travelling more sustainably.
- To identify opportunities which, if implemented, will support staff, Councillors and volunteers to commute actively and sustainably.

2. Overview of Sites

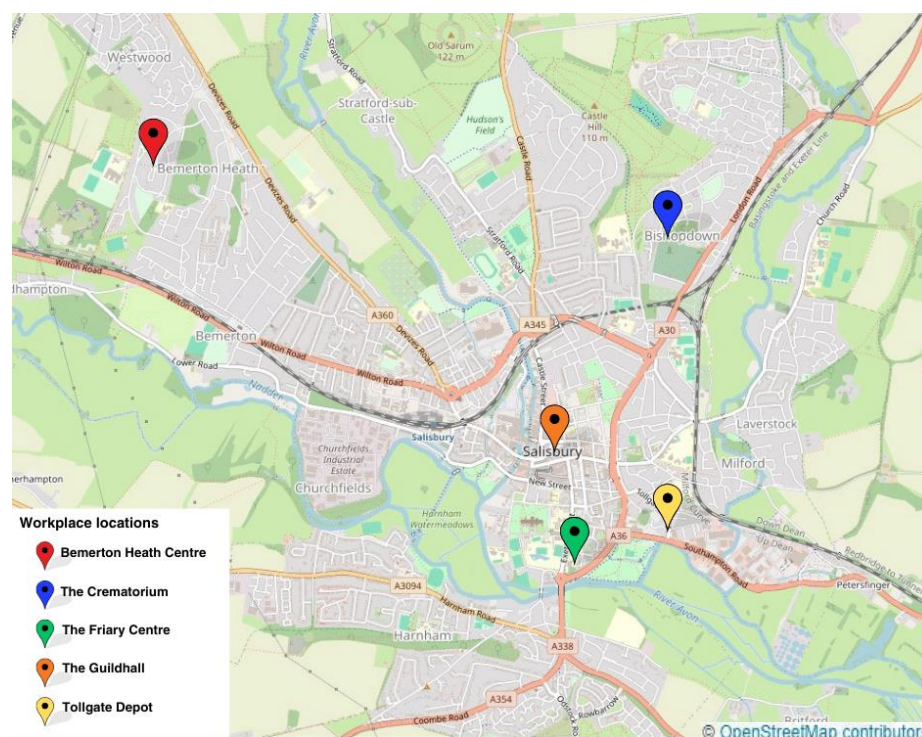
Site audits were conducted in February 2024 and considered: location; public transport access; walking and cycling infrastructure; on site/local facilities; highway access and parking arrangements. Please note that base location for volunteers is included under the term 'workplace'.

Locations

The Council's workplaces covered by this TAP are (Figure 1):

- The Guildhall, Market Place, Guildhall Square, Salisbury, SP1 1JH
- Tollgate Depot, 115 Tollgate Road, Salisbury, SP1 2 JG
- The Crematorium, Barrington Road, Salisbury, SP1 3JB
- Bemerton Heath Centre, Pinewood Way, Salisbury SP2 9HU
- Friary Community Centre, Carmelite Way, Salisbury, SP1 2HW

Figure 1 – Location of Salisbury City Council workplaces



Local Transport Network

Public Transport

All sites are located within walking distance of at least one public transport option (Table 1).

The Guildhall has excellent bus service provision, with the majority of buses traveling into the city centre stopping at numerous bus stops within a 5-minute walk of the site. The Crematorium is located close to London Road which is served by the London Road Park & Ride service and services along the A338 corridor. The Friary Centre, Tollgate Depot and Bemerton Heath have services running to and from the city centre.

Table 1. Public transport summary.

	Bemerton Heath Centre	The Crematorium	The Friary Centre	The Guildhall	Tollgate Depot
Closest Bus Stop	Westwood Road - 0.2 miles away	Barrington Road - 0.1 miles away	Exeter Street - 0.1 miles away	Directly outside the front of the building	Tollgate Road - 350 feet
Closest Train Station	Salisbury - 2 miles away	Salisbury - 1.7 miles away	Salisbury - 1 mile away	Salisbury - 0.6 miles away	Salisbury - 1.1 miles away

Park & Ride

Salisbury has five park and ride sites that cover most of the main routes into the city and provide over 2,000 free car parking spaces. Onward bus services into the city centre are provided by Salisbury Reds. Buses depart approximately every 30 minutes throughout the day with an adult return costing £3.50. A detailed timetable for each site can be found on the Salisbury Red website <https://www.salisburyreds.co.uk/salisbury-park-ride-services>

Walking and Cycling Infrastructure

National Cycle Network (NCN) 24 crosses the city from east to west, providing a corridor in the south of the city and a nearby link to The Depot on Tollgate Road and the Friary Centre on Carmelite Way. NCN Route 45 provides a mostly traffic-free route into the city centre from the north of the city and links directly to The Guildhall and Route 24.

The Golden Way is a 7-mile circular route around the city. It links all the arterial routes into the city via a network of traffic free and quieter on-road sections and provides good cycling options for commuters from the suburbs into the city centre.

All sites are within a 30-minute walk or 10-minute cycle of the city centre except for the Bemerton Heath Centre which is 2.5 miles to the northwest of the city.

The city centre varies in the availability of good quality walking and cycling infrastructure. Many of the pavements are narrow, cycling provision often does not meet the recommended [Cycle infrastructure design \(LTN 1/20\)](#) standard and is mostly on-road. The Salisbury Local Cycling and Walking Infrastructure Plan (LCWIP) walking route audit found that 20 street or street sections, identified as potential walking routes, failed the walking route audit. The mixing of pedestrians, cyclists, and motorised vehicles in such a heavily congested city centre can make it difficult for people to feel confident enough to switch to walking or cycling.

Road Network

All the sites are located near to one of the main arterial routes that lead into the city. The high volume of traffic along these routes means that congestion is a significant problem and often leads to public transport delays.

Onsite Facilities

Table 2 below provides a summary of onsite facilities for all five locations.

Table 2. One-site facilities at all sites.

Facility	Bemerton Heath Centre	The Crematorium	The Friary Centre	The Guildhall	Tollgate Depot
Site					
Cycle Parking	No	Two front wheel only stands providing 2 spaces	No	11 stands, providing 22 spaces directly behind building and other stands close by. All public access parking	No
Covered Cycle Parking	No	No	No	No	No
Secure Cycle Parking	No	No	No	No	No

Pool Bikes	No	No	No	No	No
Changing Rooms	No	No but 2 large unisex and accessible toilets	No but has a large accessible toilet	No	No - but will be added in the next phase
Drying Rooms	No	No	No	No	No
Showers	No	No	Yes - non-accessible shower in accessible toilet	No	No but 2 unisex showers will be installed in next phase
Lockers	No	6 half size	No	No	c25 full-size
Pool umbrellas	No	No	No	Yes, beside the main reception.	No
Disabled spaces	No	4	0	No – spaces in public car park 5 minutes away	No
Car Parking for Essential Users	No	No	No	No (use of Mobility Centre)	No
Car Parking for visitors	No	c70	No	No	No
Car Parking for staff	Parking area at back of building, 4/5 spaces. Area shared with other properties	4	No	No	No

Active Travel

Facilities to support active travel such as showers, lockers and secure cycle parking are sparse and vary between sites, although the Tollgate Depot and The Crematorium are well provisioned with lockers. There is no secure cycle parking at any of the sites, but both The Depot and The Guildhall have been earmarked for secure cycle parking in the future. It should be noted that options for secure cycle storage are limited at most sites due to a lack of private space available. The Friary Centre is currently the only location with a shower. The shower is in the accessible toilet but is not accessible by design. It is also being used for storage, suggesting it may be broken or surplus to demand. The Depot will have two unisex showers and changing areas installed in the next phase of funding. There are no pool bikes

or hire bike schemes operating between any of the sites. Bikes have been stolen in the past, but there have been no recent thefts reported.

Car Parking and Car Provision

Apart from The Crematorium, there are no allocated parking spaces for SCC staff at any of the sites. Bemerton Heath Centre does have parking spaces, but these are shared with other properties and staff preferred to leave their vehicles at the front of the building.

Staff travelling to The Guildhall from other sites can park at the Mobility Centre if space is available. Providing parking spaces encourages people to drive instead of using more sustainable alternatives. Reviewing the current policy and encouraging, where possible, those journeys to be made using more sustainable modes, would help to support the council's EPA objectives.

The car park at Churchill Gardens is available for staff at the Tollgate Depot to use as a park and stride facility. The car park is free to use and is a 5-minute walk from the site.

There are no pool cars available at any of the sites and any business travel is made using personal cars or fleet vehicles.

3. Policies and Provision for Staff Travel

Policy Review

Relevant policies and provisions that relate to, or could influence staff, Councillor and volunteer travel behaviour, have been reviewed to identify if any aspects provide opportunities or additional barriers to encouraging active travel. The recommendations are included in Table 3.

Table 3. Recommendations for current policies and procedures to encourage sustainable travel.

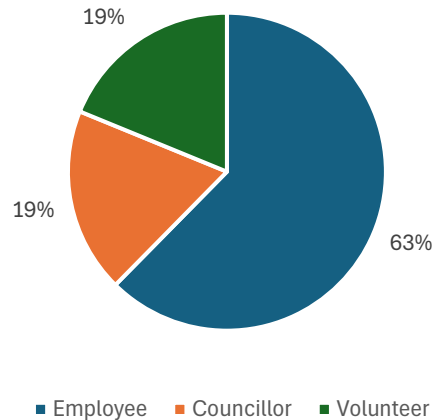
Policy/Procedure	Recommendations
Salisbury City Council Environmental Policy (Online, updated March 2024)	Update wording in Section 5 of the Transport and Travel Policy to reflect the current cycling for business use mileage rate of 20p per mile set by HMRC.
Use of Private Car for Business Use Policy	Change the title of the policy to 'Travelling for Business' and include the promotion of sustainable travel modes as a first option in the introduction. Consider incorporating a cycling policy that shows senior management level support. Include the benefits of cycling, local cycle route information, site facilities for all sites and expectations on cycling for business. (Sustrans can provide guidance on writing a successful Cycling for Work policy). Add acknowledgement that mandatory helmet use for business can be a barrier to cycling but does not align with current H&S policy and insurance requirements.
Induction Checklist for All Staff (Previously DC10357)	Conversations with new employees should demonstrate clear support for sustainable travel such as: 'We encourage you to travel on foot, by cycling or public transport unless you are not able to do so'. Show employees the facilities and support available.

	<p>Suggest adding information on sustainable travel to work, location of cycle parking, train/bus timetable information and park and ride sites.</p> <p>Links to local support groups such as the Cycling Opportunities Group Salisbury (COGS) who can provide activities to support employees to cycle and walk.</p> <p>Offer personalised travel planning as part of the induction.</p> <p>Offer public transport taster tickets, park & ride incentives, or free cycle checks for new starters.</p>
Bike2Work Scheme	<p>The maximum limit is currently set at £1,000. This prohibits the purchase of electric and adapted bikes where the cost of purchase is much greater. This excludes employees with disabilities and those that are unable to ride a standard bike. A review of the current policy is recommended to increase the limit and make the policy more inclusive.</p> <p>Cycle to Work schemes are only accessible to employees whose earnings remain above the level of the national minimum wage after the salary sacrifice has been deducted. This often excludes part-time and casual workers. The addition of a few loan or pool bikes would help these employees to be able to cycle to or for work.</p>
Car Sharing	<p>Set up a guaranteed ride home policy in line with HMRC guidelines to alleviate the barrier around getting home in an emergency for staff that regularly car share.</p>

4. Current Travel Patterns

All data in this and subsequent sections has been compiled from the results of the travel survey carried out in February and March 2024. The survey was completed by 97 people. Of those who answered, 63% (61) were employees, 19% (18) were Councillors and 19% (18) were volunteers (Figure 2). The survey return rate was exceptionally high at 79%. Please note that volunteers were removed from the response rate calculation as the total number of volunteers was unknown and it is not known if all volunteers had the means to complete the survey.

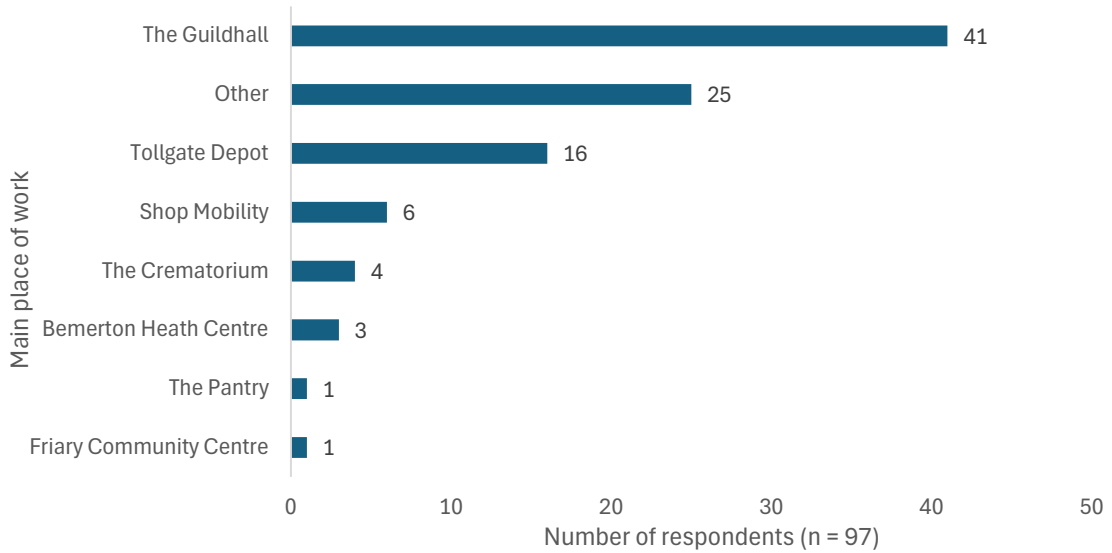
Figure 2. Percentage of survey respondents by role (n = 97)



The gender split was 57% male and 39% female, with 4% preferring not to say. The majority, 88%, of respondents stated that they did not have a health condition that affects their ability to carry out their day-to-day activities. It is important to note that while some health conditions may not affect someone's ability to carry out their work, they may prevent them from walking or cycling.

In terms of base locations, 41 respondents worked at The Guildhall, 16 at the Tollgate Depot, 6 at Shop Mobility, 4 at The Crematorium, 3 at Bemerton Heath Centre and 1 at both the Friary Community Centre and The Pantry (Figure 3). The remaining respondents, 25, selected 'Other'. This was mainly Councillors that work at various sites and volunteers that work in parks and reserves.

Figure 3. Respondents' main workplace

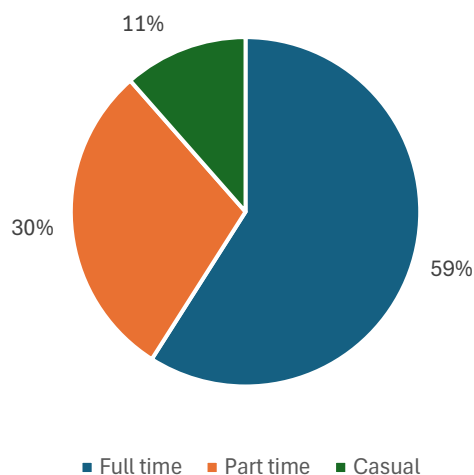


Work Patterns

The 18 volunteers have been removed from the analysis in this section as they are not under contract and are not eligible for the same flexible working options as employees and Councillors.

The majority of those that responded stated they were working in full-time roles (59%), while 30% worked part-time and 11% in casual employment. 18 people did not respond (Figure 4).

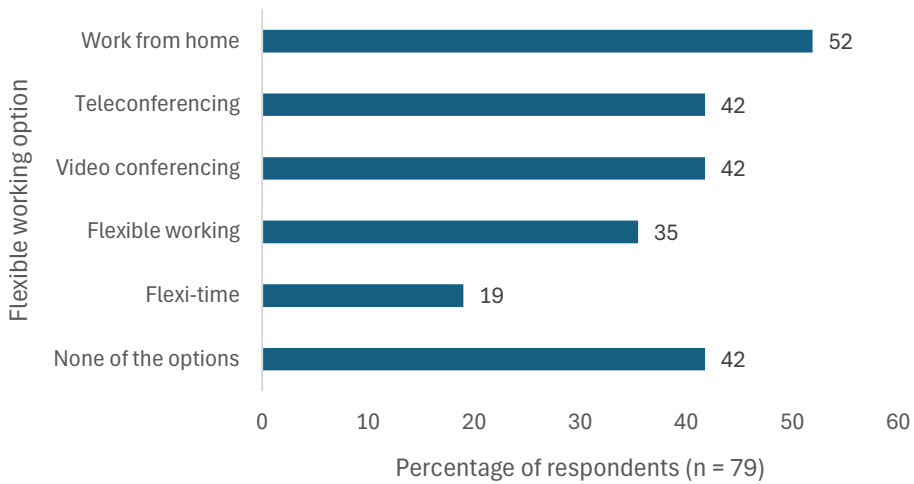
Figure 4. Percentage of SCC employees on different contracts (n = 61).



Just under half of the 79 respondents (42%) stated they did not have any flexible working options available to them (Figure 5). Of those that did, 44% used a flexible option at least

once a week on average and 19% at least five times a week. 34% of staff worked from home at least once a week and 35% worked flexible hours during the same time period.

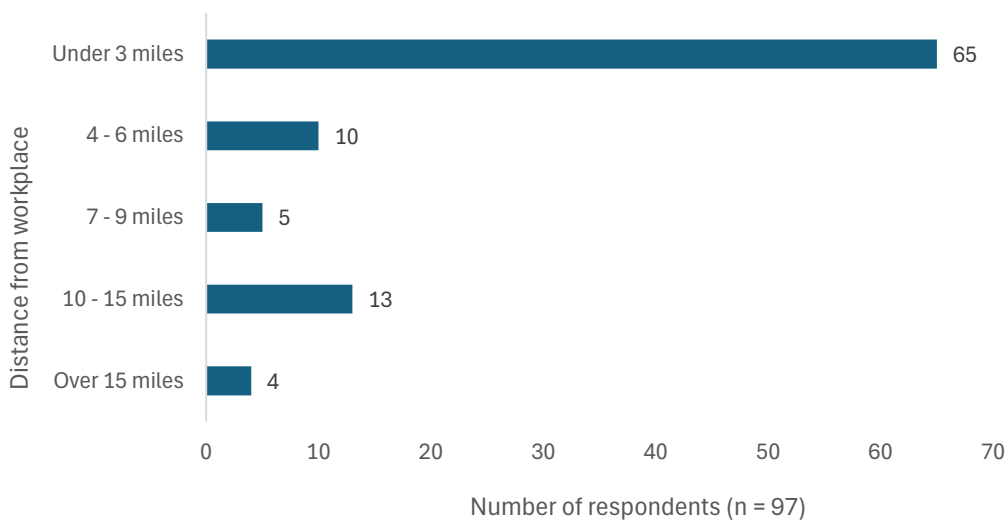
Figure 5. Percentage of respondents using flexible working options



Current Commuter Patterns

The highest number of people, 65 (67%), live within walking and cycling distance (3 miles and under) of their place of work. A further 10 (10%) of people potentially live within cycling distance (4 – 6 miles) from their main place of work. Therefore, 77% of the workforce could potentially walk or cycle to work for their commute. There are 22 (23%) respondents who live too far away to walk or cycle to work from their home, see Figure 6.

Figure 6. Commuting distance to main place of work.

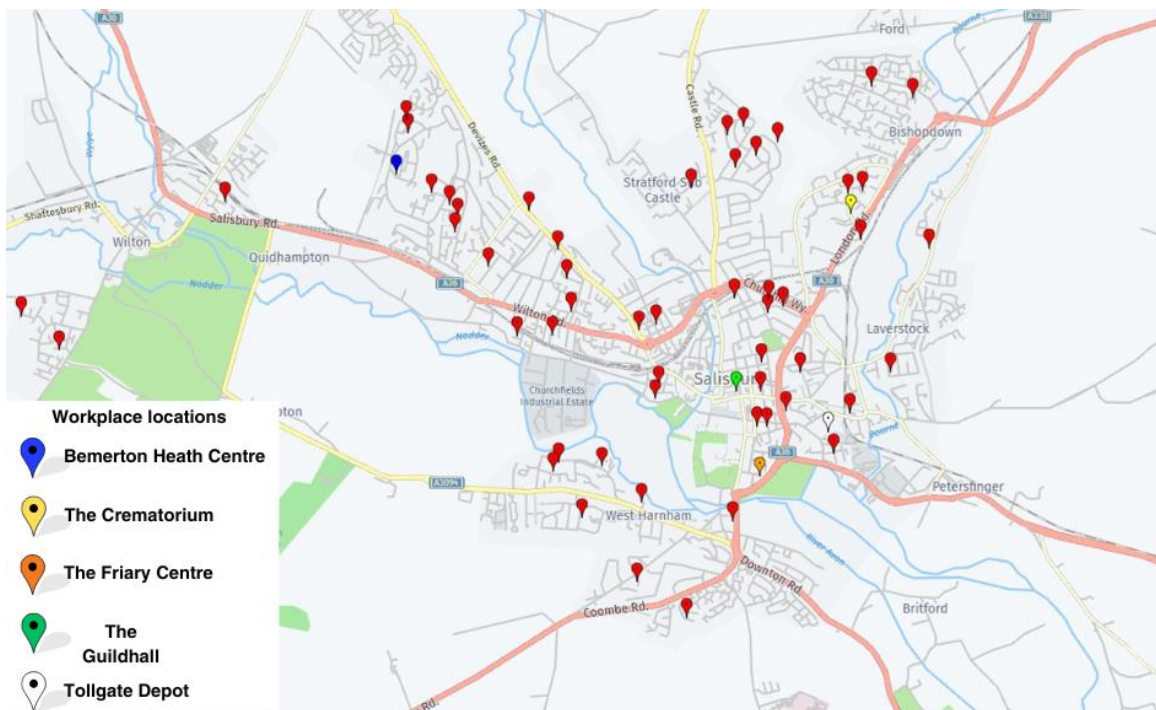


Employee Home Locations

Respondents provided 91 postcodes. Eight were only part postcodes and were removed. The three postcodes at over 15 miles distance were also removed to allow for scale and to protect the identity of the individuals. Some respondents share a postcode and are represented by a single point on the map.

The map shows most people are travelling into the city from the north or northwest or are close to the city centre. There are clusters of respondents that live in close proximity of each other and may be persuaded to car share if there is a car share scheme in place and they share a workplace.

Figure 7. Postcode locations in relation to work sites (n = 73)



Journey Times and Distances

Table 4 details commuting distances travelled by workplace, showing potential for walking and cycling at each site. For example, 27 people working at The Guildhall live within 3 miles and could potentially walk and cycle to work, and three are within a cyclable distance of 4 – 6 miles.

Table 4. Distance respondents live from their main place of work, split by site.

Distance (miles)	Main workplace location								Total number of respondents
	The Guildhall	The Crematorium	Shop Mobility	The Friary Community Centre	Tollgate Depot	Bemerton Heath Centre	The Pantry	Other	
< 1	11	2	2	0	0	0	0	8	23
1 - 3	16	2	1	1	8	1	0	13	42
4 - 6	3	0	3	0	3	0	0	1	10
7 - 9	2	0	0	0	2	1	0	0	5
10 - 15	7	0	0	0	3	0	1	2	13
15 >	2	0	0	0	0	1	0	1	4

Usual Mode of Travel to Work

Figure 8 shows the commuter journeys by mode of travel for all respondents. Single occupancy car journeys account for the highest number of commuter journeys (43, 44%). Over half of these journeys are 6 miles and under and could potentially be cycled (28, 29%). The gender split for single occupancy car use was similar, 18 women (19%) and 23 (24%) men.

A very low number of people (8) regularly use public transport for their commute; 25 people said they use it when they can. Of those that use public transport, the majority (17) work at The Guildhall.

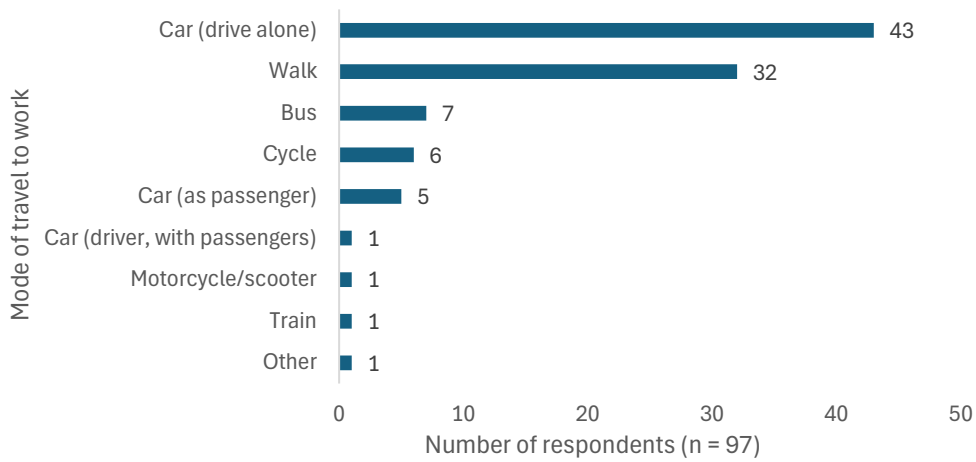
Only six people commute to work by bike. Of these, five were male and one was female. Seven people said they were thinking about cycling to work. Of these, five were male, one female and one preferred not to say.

All the people that walk to work live within 3 miles of their workplace (32, 33%). As you would expect, all walking journeys except one (31) were undertaken by people that lived 3 miles and under from their place of work. The one remaining journey was recorded in the 10 – 15 mile distance and is treated as an outlier.

In total 39% (38) of people usually actively travel to their place of work. Of these 61% were males, 37% females and 3% preferred not to say. These figures suggest there is a gender

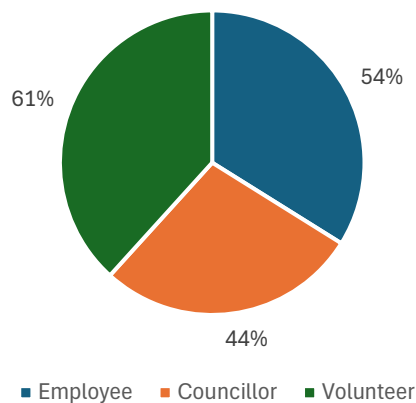
imbalance for staff actively travelling to work. Targeted support, communication and initiatives for women could help to address this.

Figure 8. Commuter journeys by main mode of travel for all respondents.



Volunteers were most likely to use sustainable travel modes to get to work (61% of volunteers), see Figure 9.

Figure 9. Percentage of respondents that use sustainable travel for commuting, by role (n = 97)

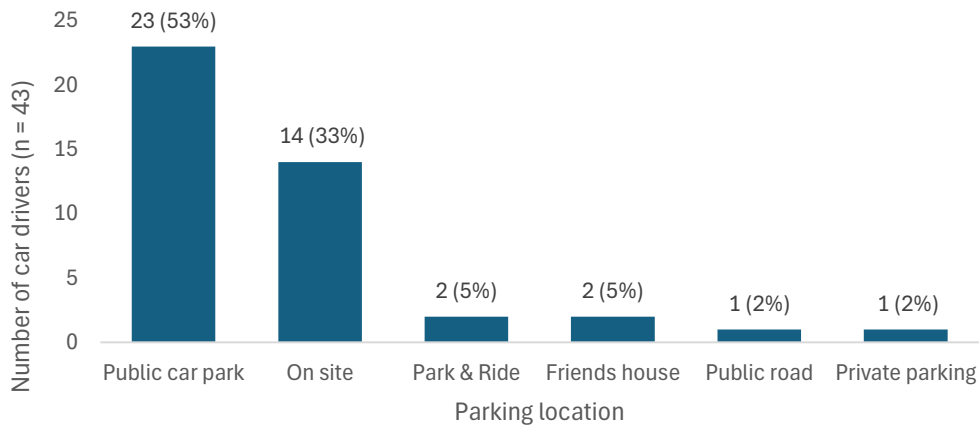


Car Parking

Figure 10 details the location of parking for single occupancy vehicles. Of the 43 respondents who answered this question, 14 (33%) selected on-site parking. This can mostly be attributed to The Crematorium staff and volunteers working at Shop Mobility and parks and green spaces.

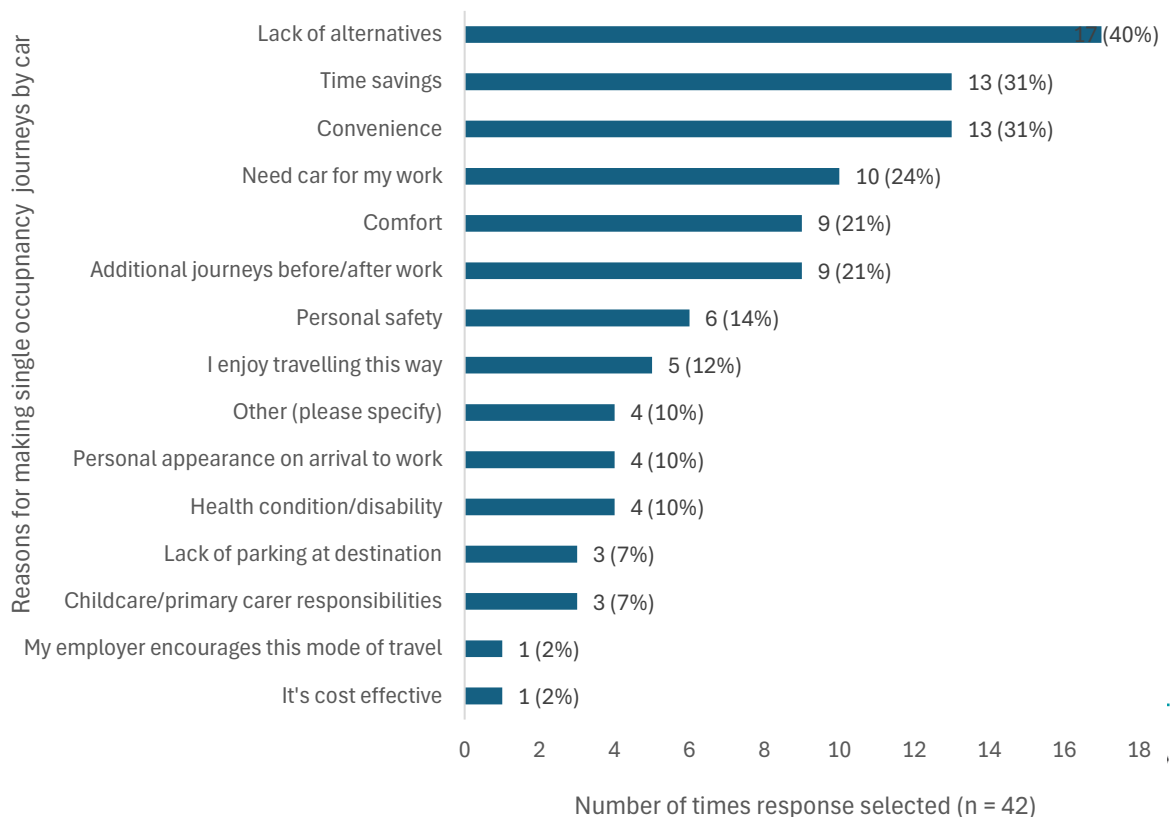
Over half (23 or 53%) of the people that drive to their place of work alone stated that they park in a public car park. Park & ride use was extremely low with only two people stating that they use this mode of travel. Considering the high cost of public car parks, around £6 for 5 hours, compared to £3.50 all day at the park & ride, it would suggest that there are other barriers that need further investigation. Frequency and reliability or lack of awareness for example may be a limiting factor.

Figure 10. Location of parking for single occupancy vehicles.



When asked why they use single occupancy car journeys as a preferred mode of travel, the top three responses were lack of alternatives (40%), time savings (31%) and convenience (31%), see Figure 11.

Figure 11. Reasons given for making single-occupied journeys to work by car. Note, respondents could select multiple options.

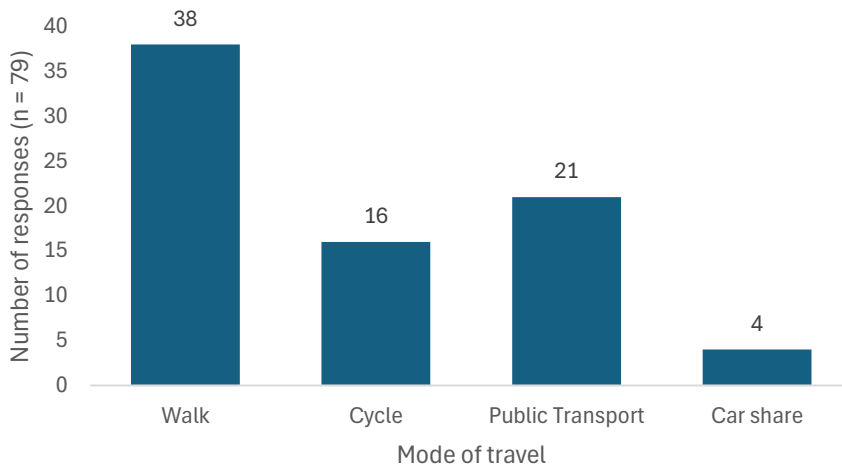


5. Alternative Forms of Travel

How People Feel About Alternative Travel Modes

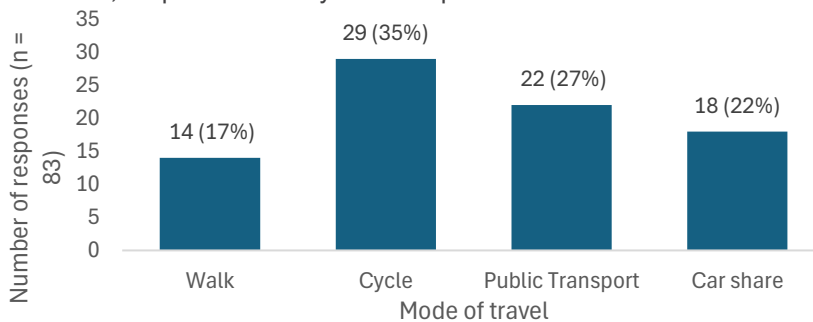
Respondents were asked how they felt about walking, cycling, public transport and car sharing as alternative modes of travel to work. Of the total responses for 'I am already doing this and intended to keep it up' for all sustainable travel modes (79), almost half were for walking 38 (48%), 16 (20%) were for cycling, 21 (20%) were for public transport. Only 4 (5%) were for car sharing (Figure 12).

Figure 12. Number of responses stating 'I am already doing this and intend to keep it up' for all travel modes. Note, respondents may use more than one of the travel modes on any given day, so may have responded to more than one option.



Of the total responses for 'I really don't want to do this' (83), 29 (35%) were for cycling, 22 (27%) for public transport and 18 (22%) car sharing. Only 14 (17%) responses were for walking. This suggests that the barriers to walking are less than for other modes of sustainable travel (Figure 13).

Figure 13. Number of responses stating 'I really don't want to do this' for all travel modes. Note, respondents may have responded to more than one travel option.



What Would Persuade Employees to Travel Sustainably?

Walking

Respondents stated that improved showers and changing facilities, and more lockers would help persuade them to walk to work.

42 (43%) people stated that they already walk to work when they can but only 32 (33%) said that walking was their main mode of travel. There may be potential to increase the frequency of walking journeys for some people by removing additional barriers such as those mentioned above.

Distance is the biggest barrier to walking journeys, with 24 (25%) people saying they lived too far away to walk. It is notable that nine of these respondents live within 3 miles of their home. Of those, two stated that they really didn't want to walk but seven were open to the possibility.

Cycling

Despite a third of respondents, 33 or (34%), stating nothing could currently persuade them to cycle, 17 (18%) said they already cycle when they can, and 22 (23%) have barriers to cycling that could be overcome (Figure 14).

After distance, secure cycle parking was the biggest barrier for people already cycling or wanting to cycle to work. The majority of those that said they could be persuaded to cycle to work were based at The Guildhall or the Tollgate Depot (15 or 15%). Installing secure cycle parking facilities at these two sites would be best value for money in terms of enabling behaviour change. The cycle parking at the Crematorium only allows you to secure your front wheel and should be replaced with a covered facility with Sheffield stands.

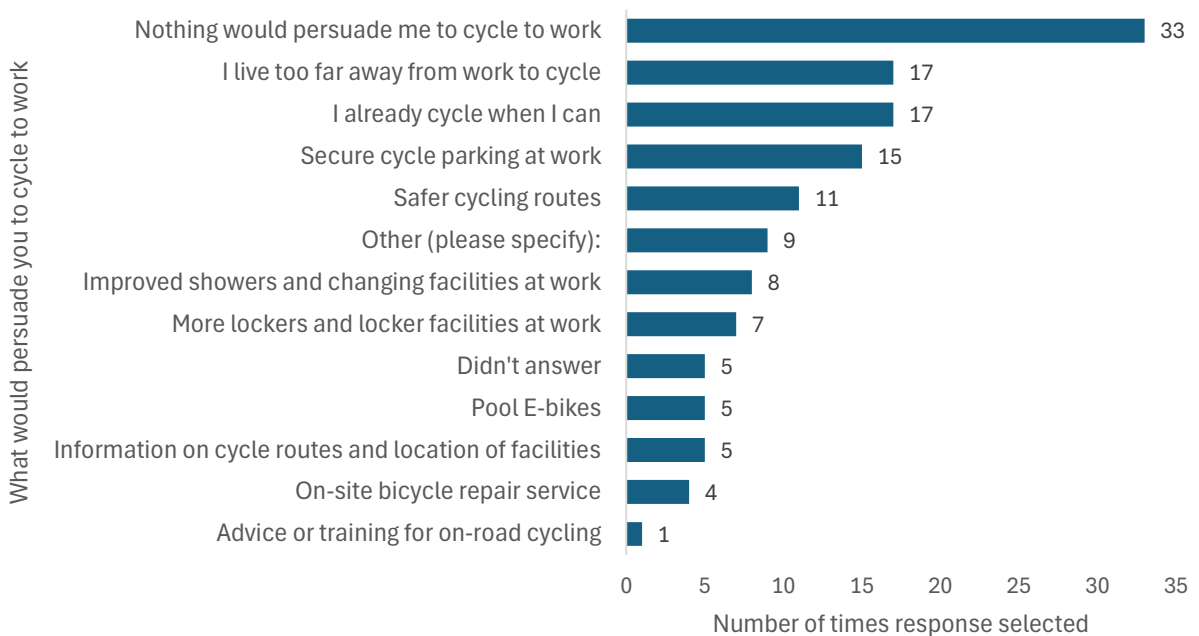
Safe cycling routes were a barrier for 11 (11%) of people. The current LCWIP for Salisbury identifies the priority routes for development or improvement within and around the city centre. The priority schemes in the city centre have a 1–3 year time scale for delivery and should make cycling and walking a more attractive prospect. Some of these people may also benefit from support with route planning to see if alternative routes can be identified.

The Cycling for Opportunities Group for Salisbury (COGS) can support staff, Councillors and volunteers from SCC that have barriers to cycling and walking. This includes route planning, bike maintenance and cycle confidence sessions. They have also offered to raise awareness of any unsafe sections to the Cycling Liaison Panel. This relationship should be developed further and has the potential to remove many of the barriers to cycling.

Setting up a Bicycle User Group (BUG) would also support those employees that already cycle or wish to cycle to work. A BUG can be a formal or informal group of employees that provides support to each other via a Teams chat, WhatsApp group or internal communications platform.

As detailed in Section 4, providing targeted communication, activity and initiatives for females should also be considered to address the gender gap in cycling and walking.

Figure 14. Responses to ‘What would persuade you to cycle to work’ (n = 97). Note, respondents may have chosen multiple responses hence why total responses are greater than 97).



Public Transport

When it comes to public transport, only 8 (8%) of respondents said they use this form of transport for most of their journeys to work (Figure 8). When asked what would persuade them to use it, 25 (26%) of respondents indicated that they already travel by public transport when they can, and 22 respondents (23%) indicated that nothing would persuade them (Figure 15).

Only two people said they used the park & ride facilities (Figure 10), despite there being five sites covering most of the arterial routes into the city and being lower in cost compared to public car parking.

Figure 15. Responses to ‘What would persuade you to use public transport to travel to work’ (n = 97). Note, respondents may have chosen multiple responses hence why total responses are greater than 97.



There are a number of barriers cited as preventing someone from travelling this way, but the key one is a more frequent and reliable service. Of the 29 people that suggested they could be persuaded to use public transport if barriers were removed, 22 said that frequency and reliability was a barrier to use. This may be from personal experiences but could also be a preconceived idea based on the experience of others or things they’ve heard.

Cost was also selected as a barrier by 11 (11%) respondents. Promoting the range of ticket types on offer such as the Group 4 for the park & ride (up to 4 people travelling together pay £1 each). Providing interest-free loans for season tickets would help people to spread the cost of public transport.

Positive messaging and promotion of use through information and incentives could encourage more people to try using it.

Car Sharing

The most significant barrier to those open to the idea of car sharing for their commute is finding someone who lives nearby to share with, 17 (18%) of responses. It’s notable that when asked if you would like to join a wider car share scheme, nobody selected this response. It is probable that people may not feel comfortable sharing lifts with people outside the organisation. Setting up a private group on the Carshare Wiltshire platform or providing an in-house system, could encourage more people to car share.

A cross reference of the postcode data revealed that some respondents that had cited finding someone who lives nearby to share with, as a barrier to car sharing, lived very close to each other and in one case, worked at the same site.

Additional incentives such as a free taxi home and preferential parking were also highlighted in the survey. A free taxi home can be provided as a non-taxable benefit for employees that regularly car share and is capped at 60 journeys a year. Further information on this can be found at <https://www.gov.uk/guidance/non-taxable-payments-and-benefits-480-chapter-5#some-travel-between-home-and-work>. Case studies show that in other workplaces, the number of people that use this as an option is very low.

Behaviour Change and Propensity for Change

Respondents were asked how they felt about travelling to work by walking, cycling, public transport and car sharing. The multiple-choice responses they selected for these questions determined what stage they were currently in on the Transtheoretical Model of Behaviour Change. A description of the different stages is detailed in Table 5.

The model is useful to help understand the level of change that could be achieved toward sustainable travel by undertaking actions and interventions to encourage, enable and support change. Table 6 in Section 7 provides details of recommended options that could achieve this. It should be noted that people are likely to move through these stages one by one, in order.

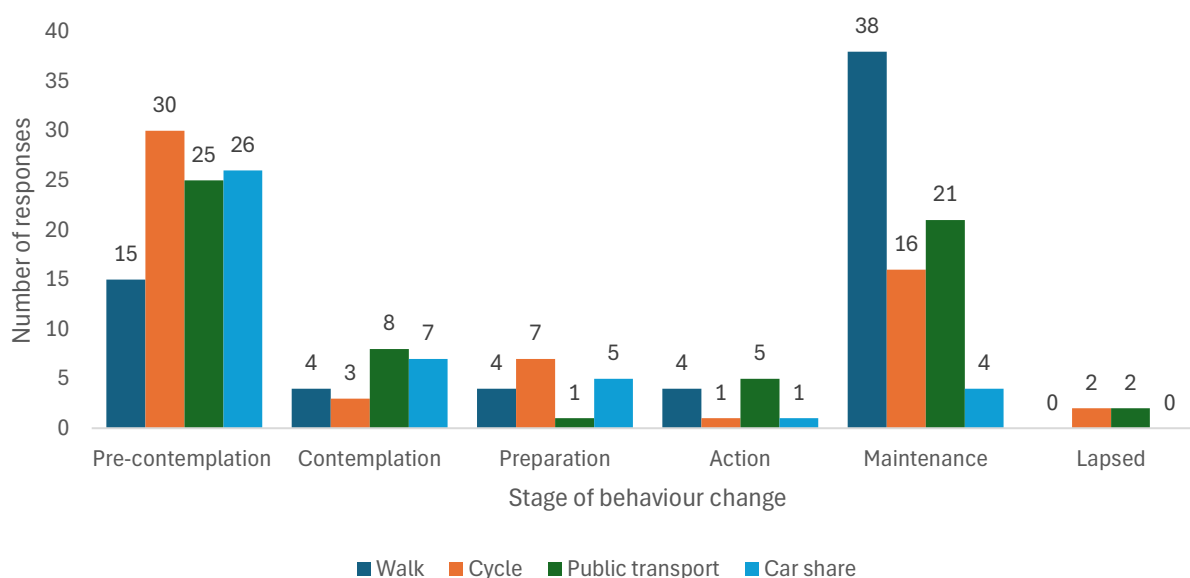
Most responses fall within two stages. The pre-contemplation stage (don't want to do it or haven't thought about doing it) or the maintenance stage (already doing it and intend to continue) (Figure 16).

Table 5. The stages of behaviour change in the Transtheoretical Model

Stage of behaviour change	Description
Pre-contemplation	Not currently considering change, showing no indication of wanting to try a new behaviour.

Preparation	Preparing/trying to change; have taken steps to change the way they travel, such as: getting their bike fixed, finding out train times.
Action	Practicing a new behaviour, although they don't necessarily have a commitment to try it again.
Maintenance	Continual commitment to behaviour.
Lapsed	Previously travelled by this mode but have stopped doing so.

Figure 16. The number of staff in each behaviour change stage for the four preferential modes of commuting. Note responses that do not fit into the behaviour change model have been removed from the analysis (e.g. those that felt the question didn't apply to them and those that didn't respond.), hence the total number for each mode does not equal the total number of respondents (97).



Those that haven't thought about changing their behaviour could potentially be encouraged to move on to the next stage (contemplation) through communication and engagement activity, such as sustainable travel days and in house communications, to raise awareness. This could then be followed up with activities to help those in the contemplation stage to move to the preparation stage, by providing the necessary skills, confidence, and tools to try out alternative travel behaviour. This could include for example Dr Bike sessions, route

planning, cycle skills sessions and kit sales. Incentives can be used to encourage people to try a new travel behaviour (action) such as active travel breakfasts, cycle to work week, public transport taster tickets. To sustain desired behaviour (maintenance) benefits such as Cycle to Work schemes and bike loans could be promoted.

There are only four respondents that selected 'I really don't want to do this' for all four modes of travel, putting them into the pre-contemplation stage. Those in the contemplation, preparation and action stages will be the most open to change and there is therefore a real opportunity to target these individuals and support them to move through to the maintenance stage.

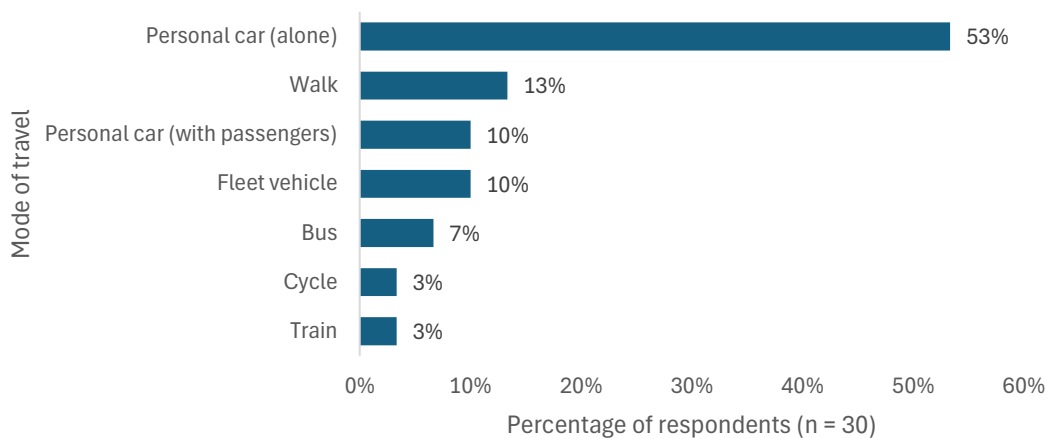
Those in the pre-contemplation stage that haven't yet thought about changing their behaviour, and those in the maintenance and lapsed stages would benefit from a sustained programme of communication and behaviour change focused activity. This will help to sustain positive travel behaviour as well as raise awareness and address concerns and barriers to move people towards starting, or restarting, positive travel behaviour.

6. Business Travel

Mode of Travel

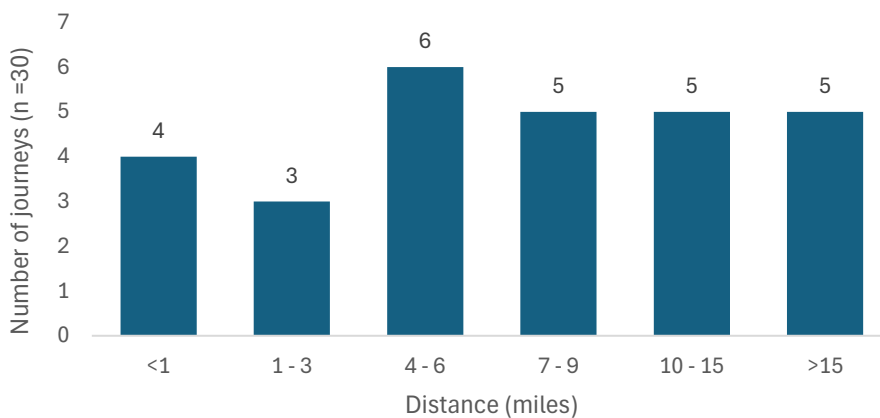
Almost a third (30 or 30%) of the 97 respondents stated that their job requires them to make business journeys. A wide selection of transport modes are used to undertake business travel, but over half are single-occupancy car journeys (53%) (Figure 17).

Figure 17. Travel modes for business use.



The total number of business trips made in a seven-day period was 28. Of these, five people that used solo car journeys made 1 – 5 journeys totalling six miles or less. Some of these journeys could potentially be walked or cycled. Of all the journeys made between sites, 74% were solo occupancy car trips. Please note, one business trip includes the outward and return journey.

Figure 18. Number of business journeys by distance.



The total cost of mileage payments for ECUs and casual users for the period April 2023 – April 2024 was over £2,700. The cost of ECU payments for the same period was over £1,760. By annually reviewing the ECU status and comparing mileage claimed against ECU criteria, and switching more business trips to active travel modes, the council could make financial savings.

The current policy that allows people from other sites to park at the Mobility Centre when travelling to The Guildhall for meetings is recommended to be reviewed and people should be encouraged to make use of sustainable travel modes when travelling in. All of the sites, with the exception of Bemerton Heath Centre, are within easy walking or cycling distance and all have public transport links to the city centre. Exceptions should be made for Blue Badge holders, ECUs and those carrying heavy equipment.

7. Action Plan

This section of the Travel Action Plan summarises the measures that are recommended based on the survey results detailed in Section 4, 5 and 6 of this document. If taken, these actions could help to overcome or reduce employees' barriers to swapping single person car trips for more sustainable forms of travel. As an indication of cost: low would be less than £1,000, medium less than £5,000 and high more than £8,000 approximately. The identified opportunities are provided under the following headings: Policy and working practices, Communication and promotion of sustainable travel & related offers and Facilities and Infrastructure (Table 6).

The Head of Environmental Services will take responsibility for leading the work in implementing the Travel Action Plan and will update on an annual basis and share with all the staff, along with progress and achievements.

Table 6. Action Plan

Opportunity and outcome	Action required	Cost level	Proposed timescale
Policy and working practices			
Review and amend Induction Checklist to positively promote active and sustainable travel to all new employees.	Amend to include information on active and sustainable travel to work. Include signposting to facilities. Provide public transport or park and ride taster tickets to new employees.	Low (depending on uptake)	12 months
Review Environmental Policy document online to ensure it displays the current information.	Current policy online states that cycle mileage is set at 12 ppm. Update to include current bicycle mileage set by HMRC of 20ppm.	Low cost	1 month
Review and amend the Driving for Work policy to include more inclusive and positive language around sustainable travel.	Change the title of the policy to 'Travelling for Business' and include the promotion of sustainable travel modes as a first option in the introduction. Consider incorporating a Cycling policy that shows senior management level support. Include the benefits of cycling, local cycle route information, site facilities for all sites and expectations on cycling for business. (Sustrans can provide guidance on writing a successful Cycling for Work policy).	Low cost	12 months

Opportunity and outcome	Action required	Cost level	Proposed timescale
Review existing Cycle to Work Scheme to ensure it meets the needs of staff.	The current £1,000 allowance excludes the purchase of e-bikes and adapted bikes. Review scheme and increase limit. Promote widely to staff to encourage uptake. Provide pool or loan bikes for staff that don't meet the financial threshold.	Low cost	12 months
Amend the policy wording around mandatory cycle helmet for business use.	Amend the wording around cycling for business use to acknowledge mandatory helmet use as a potential barrier to cycling.	Low cost	6 months
Remove incentives for car parking to encourage the use of sustainable travel for business trips.	Review and amend the policy that allows parking in the Mobility Centre for those travelling into The Guildhall for meetings.	Low cost	6 months
Review current ECU policy and payments. Annually review ECU allocations to ensure criteria continue to be met and staff qualify.	Review criteria and the payment of lump sum on top of car mileage. Cross-check ECU allocations with mileage claims to ensure they meet the required criteria.	Low cost & potential cost saving	12 months
Encouraging the use of sustainable travel through car sharing.	Set up a Lift share scheme such as Car Share Wiltshire to allow staff to find others in their areas to share with and widely promote to staff through launch events and communications. Set up a guaranteed ride home scheme to reassure employees wishing to car share.	Medium cost Low depending on uptake)	6 months 6 months
Enable more staff to benefit from flexible and home working in order to support them actively commuting more or not having to physically commute as regularly, while staggering rush hours.	Review of flexible and home working policy to ensure as many staff as possible can take advantage of it. Review IT provision to ensure it enables staff to work effectively from home and take part in virtual meetings using video and phone conferencing. Senior Staff to actively encourage staff to use these options where possible.	Medium to High cost depending on current IT provision	12 months plus
Communication and promotion of sustainable travel & related offers			
Enable staff to access public transport through season ticket loans.	Consider offering interest free loans for season tickets to help staff spread the cost of public transport.	Medium (depending on uptake)	6 months
Updated information for staff on what's available to them and how to access it.	Create and promote clear and easily accessible information for all staff, new and current, to inform them of the current facilities, travel-related offers, incentives and services available to them as a council employee. This can be done through a dedicated internet page, intranet news features, all staff emails, articles in staff, pop up displays or engagement events, newsletters and bulletins.	Low cost	1 month
Explore relationship with Salisbury Reds to identify opportunities to improve uptake of bus travel for employees.	Further develop closer relationships with Salisbury Reds to understand the barriers to bus travel faced by employees use and identify opportunities to increase use.	Low cost	6 months
Provide Public Transport discounts to reduce the cost of travel.	Work with Salisbury Reds to secure discounts for council staff and volunteers to encourage use of public transport.	Medium cost (depending on uptake)	12 months

Opportunity and outcome	Action required	Cost level	Proposed timescale
Develop a more inclusive and active culture that supports staff becoming fitter and healthier, with the knock-on effect of more staff being physically able to actively travel.	Setup and promote accessible, social and active activities alongside walking and social cycling groups. An intensive health programme could also be offered to staff such as Sustrans Active Steps programme. Undertake targeted communication, support and activities for women to encourage and enable more females to walk and cycle.	Low to medium	1 month
Setting up of a Bike User Group (BUG) which staff can be directed to for support and advice, and who can feedback to management on behalf of staff cyclists.	Recruit staff to join the BUG. A woman only BUG could be considered to overcome barriers for women cycling. Train key members at each site on basic mechanics i.e. punctures and provide simple tool kits, pump and spare tubes on site for staff to use as needed.	Low cost	3 months
Develop relationship with COGS to provide ongoing support for those wishing to walk and cycle	Discuss the level of support COGS are willing to provide to those wishing to walk and cycle. Communicate widely to all staff and volunteers.	Low	2 months
Investigate and introduce provision of protective clothing for cycling and walking for business travel.	This could take the form of provision of financial contribution towards or discount arrangement for essential items such as cycle helmets, waterproofs clothing (jacket and trousers), lights, gloves etc. Limits can be placed on frequency these can be claimed e.g. annual or every 2 years.	Low – Medium cost (depending on uptake)	3 months
Facilities and Infrastructure			
Implement a pool ebike scheme for business travel making shorter business trips quicker and more active.	Research the implementation of staff only pool bike scheme. Ongoing bike maintenance costs need to be included.	Medium to High cost (depending on number purchased)	6 months
Install secure bike storage to remove many of the barriers associated with cycling to work and between different sites.	Building appropriate, covered and secure cycle storage at Tollgate Depot and The Guildhall. Install covered cycle parking at The Crematorium.	High	12 months
Improve shower, changing and drying facilities at all sites to facilitate more active travel.	Provide a shower and changing facilities at The Guildhall. This could be unisex due to the low numbers of staff based on site. Actively progress with plans to install showers and changing facilities at the Tollgate Depot. Install drying facilities at the Tollgate Depot to facilitate staff to continue to actively travel during the winter months. This could be a drying room or cabinets.	High	12 months plus
Provide lockers for staff at The Guildhall to store a change of clothes, laptops etc. to make active travel easier.	Source a suitable space to install a bank of lockers for staff that walk and cycle to work. Promote to staff and monitor usage.	Low	1 month

8. Monitoring

Table 7 outlines how the TAP will be monitored to demonstrate the progress being made. Not only will this highlight the successful measures, but it will also determine where further effort must be concentrated and whether different measures need to be implemented in order to achieve behaviour change. This will be achieved by implementing monitoring mechanisms and progress will be reviewed and reported back to the Senior Management Team.

Table 7. Monitoring plan

Monitoring mechanism	Frequency	Responsibility
Staff surveys and site audits	Annually	Marc Read
Uptake of any loan or discount schemes	Every quarter	Marc Read
Bike User Group to raise any staff wide cycling related issues to management on behalf of staff cyclists.	Every quarter	Marc Read
Regular bike counts at sites with staff cycle parking.	Monthly	Marc Read
Participation and uptake of activities and initiatives provided.	As required	Marc Read
Number of business trips made using sustainable travel modes.	Every quarter	Marc Read