

London Borough of Brent – Council Travel Plan

September 2008

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FOREWORD

Brent Council's Corporate Strategy (2006-2010) sets out a vision "to promote environmentally sustainable practices...and develop new policies to address climate change", and highlights the "duty to promote social, economic and environmental well-being of all [Brent's] communities". The Council aspires to making Brent Council an "exemplar of environmental practice and performance on sustainability issues".

The Inter-Governmental Panel for Climate Change has concluded that human activity is responsible for climate change. Carbon dioxide emissions from the transport sector continue to grow. Amidst the considerable and growing public and political awareness of these issues, the Council therefore have a significant role to play in leading by example and ensuring that "its own house is in order".

In addition, the government has recently introduced a new set of national indicators, including NI 185 which measures the CO₂ emissions from the Council's own estate and operations, NI 186 which is a measure of the CO₂ emissions per head of population, and NI 188, which measures adaptation to climate change. NI 185 and NI188 are both included in the Council's Local Area Agreement for 2008-2011.

EXECUTIVE SUMMARY

This Travel Plan has been developed for Brent Council. This new version reviews and revises the original Travel Plan, approved in 2000, and builds on previous successes. It aims to deliver wider benefits in the future.

It is envisaged that the Travel Plan will be implemented from 1st of April 2009, in phases.

The Travel Plan focuses upon staff travel to and from work and Council business related travel. In addition, the Travel Plan develops measures to support Members and visitors to Council offices.

The Action Plan details a number of measures that will be implemented in order to meet the targets and objectives set out in the Plan.

Travel to and from work by Council staff is currently dominated by private car users. The modal split data collected in 2008, which indicates the proportion of staff that travel to work by each of the various available modes of transport, suggests that 52% of all staff commute to work alone by car. However, encouragingly, since 2006, there has been a notable decrease in the number of staff driving to work, down from 61.8%, a reduction of 9.8%.

The current 2008 modal split is as follows:

Mode of Travel	Percentage Modal Split
Travel by car as driver	52
Travel by car as passenger	1.1
Travel by Motorcycle	1.3
Travel by Public Transport	32.4
Travel by Bicycle	2.4
Travel on foot	9.2
Other	1.5
Total	100
Number of Responses	1,116

The main aims of the Travel Plan are to promote the sustainable delivery of Council services, to reduce carbon emissions from the Council's own activities and estate, and to minimise the environmental impacts of all aspects of the Council's travel activity. This will be achieved by reducing the need for staff and Members to travel and ensuring that those who do travel are encouraged to select the most sustainable mode of transport appropriate for their journey. At the same time the Travel Plan will continue to deliver the Council's social, economic and environmental objectives.

Other objectives of the travel Plan are to :-

- To raise awareness of sustainable travel options and benefits to employees and Councillors;
- To increase the use of public transport, walking, cycling, and car sharing by staff commuting to and from work and on business travel;
- To reduce the number of single occupancy private car users on Council business, commuting and accessing Council buildings; and
- To set an example of good practice to other organisations in the Borough.

The key measures for the Travel Plan are as follows:

Walking

- Measure One: Safer and better quality walking routes
- Measure Two: Umbrella pool for staff
- Measure Three: Personal safety alarms for staff
- Measure Four: Walking Maps
- Measure Five: Promote the benefits of walking

Cycling

- Measure One: Safer and better quality cycling routes
- Measure Two: Install showers, changing and locker facilities in Council buildings
- Measure Three: Install equipment lockers
- Measure Four: Install good quality and secure cycle parking at each of the Council buildings
- Measure Five: Cycle lockers
- Measure Six: Cycle training
- Measure Seven: Cyclist breakfasts
- Measure Eight: Bike salary sacrifice scheme
- Measure Nine: Pool bikes
- Measure Ten: Cycle Maps

Public Transport

- Measure One: Interest free season ticket loan
- Measure Two: Public transport information
- Measure Three: Work with London Buses to improve services

Managing Car Use

- Measure One: Car Sharing
- Measure Two: Guaranteed ride home

- Measure Three: Managing the allocation of essential user permits
- Measure Four: Managing the allocation of car park spaces
- Measure Five: Car parking charges

Reducing the Need to Travel

- Measures One: Smart working
- Measure Two: Home-working/Hot Desking

Business Travel

- Measure One: Cycle mileage
- Measure Two: Pool bikes
- Measure Three: Pool cars or Car Clubs
- Measure Four: Liftshare
- Measure Five: Oyster cards for work purposes

Travel Information and Planning

- Measure One: Travel website (for Information and booking)
- Measure Two: Maps and leaflets
- Measure Three: Travel Plan Welcome Pack to new staff
- Measure Four: Insight Magazine for Staff
- Measure Five: The Brent Magazine

Monitoring and Review

This Travel Plan includes a Monitoring, and Review strategy and a Communication Strategy, recognising that implementation and continuation of this Travel Plan is an ongoing process. The Plan will be monitored in accordance with the requirements of Brent Council and Transport for London.

Action Plan

The Travel Plan is supported by an Action Plan. This summarises the key Travel Plan development and implementation tasks that are required. It also highlights key project milestones.

1 INTRODUCTION

This Travel Plan has been developed for the Council. A Travel Plan is a coherent on-going process which promotes sustainable travel modes and aims to alleviate the adverse economic, environmental and social impacts of travel and transport-related activities. There is an existing Travel Plan that was approved in 2000. This version reviews and revises the original Plan to build on previous successes and deliver wider benefits in the future. A Travel Plan is a management strategy which will deliver sustainable objectives through a detailed action plan.

Brent Council has a strong vision for transport that reflects the need for people and goods to be able to move safely, efficiently and sustainably across the borough. This is set out within Brent's transport Local Implementation Plan, which establishes the aims and objectives of transport policy within the borough. Some of the key elements of Brent's vision are as follows:

Aiming to reduce accidents;

Managing the safe movement of traffic;

Maintaining and improving the roads and pavement network;

Promoting sustainable travel choices, such as cycling, walking and public transport;

Managing the set up, design and maintenance of road space in the interests of the whole community; and

Ensuring that new developments have a positive impact on the borough's transportation network.

In addition, Brent's Community Strategy (2006-10) aims to ensure that Brent is a prosperous and lively borough, full of opportunity and welcoming to all. The Community Strategy states the Council will:

Deliver efficient, accessible and sustainable services to excellent standards;

Develop tailored solutions to meet the needs of individuals, families and communities; and

Celebrate the borough's diversity and build upon the borough's national reputation for nurturing successful community cohesion.

The Council also has a Corporate Strategy (2006-10) that was developed in line with the Council's Community Strategy and is designed to improve service excellence, urban regeneration and community cohesion.

The Travel Plan is also in line with the Brent Council's Corporate Environmental Policy (2005). This policy recognises the Council's responsibility to enhance the quality of the environment through its services and improve Brent in a way that allows residents to live today and use resources so as to allow future generations a good quality of life. By acting locally the Council will play its part in

improving the global environment and will ensure that it continually improves its environmental performance.

The mission statement of the Brent Council Transportation Unit Service Plan is to '...endeavour to provide a safe, sustainable, well maintained and free flowing transportation service for the benefit of all stakeholders.' Brent Council's Transportation Service is contributing to overcome challenges posed by urban growth and global warming. The Travel Plan also encompasses these values and will contribute to achieving these objectives.

The Travel Plan is also supportive of the Council's Health and Wellbeing agenda.

The Brent Council Travel Plan aims to embody the key elements of the Council's vision that is set out within these, and other, policy documents and to be a tool that is used to deliver improvements in transport to and from Council offices and on Council business. The existing Travel Plan has already helped to encourage greater use of sustainable transport and it is now the aim to generate greater benefits in the future.

The Travel Plan contains a package of measures which will reduce the adverse environmental impact of Council travel on the borough by encouraging staff to select the most appropriate mode of travel both for their daily commute and for work-related travel.

It is envisaged that the Travel Plan be implemented as of the 1st of April 2009 and be phased in.

The Travel Plan focuses upon staff and Council business related travel. In addition, the Travel Plan develops measures to support members and visitors to Council offices.

It details a number of measures that should be implemented in order to meet the targets and objectives that have been established.

Chapter 5 provides details of the total package of specific measures to support the Travel Plan. These measures are based on the results from the recent staff travel survey conducted in January 2008, site-specific audits of 24 Council sites, and were consulted upon during July and August 2008, and where appropriate amendments have been made to reflect responses to this consultation.

The measures include incentives and disincentives, in order that informed choices can be made by officers and Council members. Some of the measures require a set-up cost, whilst most will incur an annual revenue cost. These costs have been estimated on the assumption that targets to facilitate more environmentally favourable modes will be achieved.

The Council Travel Plan is guided by an Action Plan (see chapter 7). This summarises the key Travel Plan development and implementation tasks that are required and also highlights key project milestones. Communication of the objectives is key to this plan being effective, and in order to evaluate the success of the plan, a monitoring and review programme is detailed in chapter 10.

2 BACKGROUND

Travel to and from work by Council staff is currently dominated by private car users. The modal split data collected in 2008, which indicates the proportion of staff that travel to work by each of the various available modes of transport, suggests that 52% of all staff commute to work alone by car. However, encouragingly, since 2006, there has been a notable decrease in the number of staff driving to work, down from 61.8%, a reduction of 9.8%.

The current 2008 modal split is as follows:

Modal Split 2008

Mode of Travel	Percentage Modal Split
Travel by car as driver	52
Travel by car as passenger	1.1
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Travel by Public Transport	32.4
Travel by Bicycle	2.4
Travel on foot	9.2
Other	1.5
Total	100
Number of Responses	1,116

Although there have been encouraging trends in the reduction of car use since 2006 there is still clearly an over-reliance on single-occupancy car journeys for the daily commute and for business travel.

3 TRAVEL PLAN STRATEGY

The Travel Plan has been developed through a clearly defined strategy which has included the following three strands:-

Firstly, consulting and influencing staff and members so that they are on board and respond positively to the implementation of planned actions.

Secondly, identifying the organisational structure which will ensure the Travel Plan be developed coherently across the Council and will be an exemplar for other organisations locally. This structure will consist of high-level management support as well as include external partners, such as Transport for London.

Thirdly, securing the human, physical and financial resources which are necessary to develop the Travel Plan.

In the past, the Travel Plan has responded to local factors, such as the recent introduction of the Wembley Protective Parking Scheme. The new Civic Centre, with its anticipated reduction in parking spaces will be a further influence in shaping how employees and members commute and travel on business. Another key aspect of the Civic Centre will be its emphasis on innovative ways of working such as hot-desking and home and flexible working.

The Council Travel Plan is endorsed at the most senior level and has a clear commitment from Members.

At Corporate Management Team level the Council has a Travel Plan champion who will drive the implementation of the Travel Plan. This champion has support from a Travel Plan Steering Group which is in turn supported by a working group. Other roles for existing staff, such as facilities managers, are crucial in order to administer and manage specific initiatives such as parking, and the use of pool vehicles, where a local presence is key to managing these measures effectively.

Marketing will also be a key part of this successful programme, particularly where behavioural change is an outcome (as it is here). The Travel Plan will be marketed through a variety of media and publicity opportunities, and targeted towards members, management, all employees, visitors, and members of the public.

Funding for the Plan is also crucial to its success. The costs of the various measures indicated in chapter 5 will be met by a combination of savings made from the reduced costs of buying-in parking from commercial car park providers, and revenue raised by charging for parking at council sites.

Some measures, such as the provision of pool vehicles to replace reliance on personally owned cars for council business, will need a further business case to accurately establish the costs and benefits. Further work will also be needed in order to reduce the costs and associated environmental impact of in-house fleet vehicles, for example Brent Transport Services and the Parks Service vehicles.

4 AIMS, OBJECTIVES and TARGETS

The principal aim of the Travel Plan is to promote the sustainable delivery of Council services, to reduce carbon emissions from the Council's own activities and estate, and to minimise the environmental impacts of all aspects of the Council's travel activity. This will be achieved by reducing the need for staff and members to travel and ensuring that those who do travel are encouraged to select the most sustainable mode of transport appropriate for their journey. At the same time the Council Travel Plan will continue to deliver the Council's social, economic and environmental objectives.

The objectives of the Travel Plan are:

To raise awareness of sustainable travel options and benefits to employees and Councillors;

To increase the use of public transport, walking, cycling, and car sharing by staff commuting to and from work and on business travel;

To reduce the number of single occupancy private car users on Council business, commuting and accessing Council buildings; and

To set an example of good practice to other organisations in the Borough.

Several specific targets for 2010 have been included in the Council Travel Plan, which will be measured on a regular basis such as through Staff Travel Surveys and / or business mileage accounts held by departments and the Finance Department, and compared against the 2006 baseline values.

These targets are as follows:-

Target	2008 Baseline Value	2010 Target Value
Reduce single-occupancy vehicle use	52%	27%
Increase Car Sharing	1.1%	6.1%
Increase Cycling	2.4%	7.4%
Increase Walking	9.2%	14.2%
Increase Public Transport Use	32.4%	42.4%
Decrease Business Travel Mileage	98,400 Km (2006 figure)	47,000Km
Decrease Mileage Travel Costs	£311K (2006 figure)	£288K
Reduce CO2 Emissions	3327 Tonnes	2795 Tonnes

5 PACKAGE OF MEASURES

The following measures have been identified to help deliver the aims and objectives of the Travel Plan.

The implementation of these measures will be through the Travel Plan Steering Group discussed earlier. Further information about methodology and timescales for implementation is given in chapter 7 “Action Plan”, together with recommendations as to roles and responsibilities for ensuring that the Action Plan is effective.

Walking

There has been a doubling of the number of officers walking to work between 2008 and 2006. This is encouraging. Walking is the most sustainable of all travel modes, and has immediate health, social and environmental benefits. Walking can often be the most convenient and time-effective mode of transport for journeys of up to 2 km.

The following measures are included within the Travel Plan to encourage a greater uptake of walking:-

- W1 Safer and better quality walking routes – this will also include linking good quality routes with access points to the main council sites. This reflects the hierarchy of road users (as set out in the Mayor’s Transport Strategy) which prioritises the pedestrian. Walking routes are funded through the Local Implementation Plan (LIP) annual programme of works. The LIP is evaluated by Transport for London who prioritise specific infrastructure improvements within each bid.
- W2 Umbrellas for staff – an umbrella pool set up at each site will encourage walking even when it rains. This is intended to improve the uptake of walking between sites, for example for meetings.
- W3 Personal Safety Alarms for staff – this will address security issues that have been raised by some staff and increase officer safety when commuting and on council business.
- W4 Walking Maps – walking routes will be marked on the revised Brent Transport Map which will be issued to all staff and members. This will allow staff to select an appropriate and convenient route between council sites, and when travelling to work.
- W5 Promoting the benefits of walking – walking as a form of active travel has immediate health benefits for staff and members, and improves attendance and productivity as well as reducing stress. Promoting these benefits will form part of the marketing plan for the Travel Plan as a whole.

Cycling

As with walking, cycling is an active form of travel with many health benefits. It has also been demonstrated that cycling is one of the quickest ways to travel around London for journeys of less

than 10 km. One of the measures included in this Travel Plan is to improve the quality of cycling routes in Brent and is programmed into the LIP.

The following measures are included within the Travel Plan to promote greater uptake of cycling:-

- C1 Safer and Better Quality Cycling Routes – well-lit, well-signed and well-maintained routes linking up the council sites will encourage a shift towards more cycling. As with measure W1, infrastructure improvements are programmed and funded annually through the LIP bid to Transport for London.
- C2 Install showers and changing facilities in council buildings - showers are already in operation at the Town Hall and Brent House, and the latter will be made available to officers who work in neighbouring buildings such as Brent House Annexe, Cottrell House, and Mahatma Gandhi House, through use of the new access card system. As the Council is due to reduce its use of these sites when it moves to the new Civic Centre in 2013, there are no plans as present to install showering facilities other than at Brent House.
- C3 Install lockers at 13 key sites, and allow for more sites as demand dictates. This measure would enable cyclists to store a change of clothing and personal cycling safety equipment at their place of work.
- C4 Install good quality Secure Cycle Parking at Council sites – several types of cycle parking are available, including free-standing Sheffield stands, covered cycle sheds, secure cycle “bins” and sheds with lockable entry systems. Some respondents to the Draft Travel Plan said they are put off cycling because of the lack of secure cycling facilities, and the associated risk of theft or vandalism. The council aims to install cycle parking as needed. The council will revive the Bicycle Users’ Group (BUG) to help to establish what the current volume of demand is for cycle parking.
- C5 Cycle Training – Brent Council officers are eligible to join a free cycle training programme to the National Standard. This programme is available either to groups or individuals, and can accommodate cycle-“buddying” on the daily commute. This programme is delivered through our partners Cycle Training UK.
- C6 Cyclists’ Breakfasts – quarterly Bicycle User Group (BUG) breakfasts are offered as an incentive to encourage this mode of travel. BUG Breakfasts are also a useful way of gaining feedback on any specific infrastructure improvements required which can be included within the next LIP bid.
- C7 Assisted Bicycle Purchase (Salary Sacrifice) Scheme – Brent Council includes an Assisted Purchase (Salary Sacrifice) Scheme as part of the Lifestyle Benefits package offered to all staff. It is promoted regularly through “booking windows” where officers can register for the scheme. Through this scheme, an employee can effectively buy a bike for around 50% of the recommended retail price, and pay for this through 18 monthly instalments taken from the salary, with a final nominal residual value payment being made at the end of the term.

- C8 Pool Bicycles – The Council already has four pool bicycles available for use, including an electric bicycle, and accessories, funded through a £20K Transport for London Kick-Start grant in 2006-2007. We are also subscribers to the self-service managed rental OYBike scheme, with bikes stationed at Brent House and the Town Hall. This Travel Plan proposes purchasing a further 15 – 20 pool bikes, including accessories, with a budget for maintenance and insurance. The administration of pool bicycles (other than the independently-managed OYBike scheme) will be part of the Travel Information and Planning Centralised Travel Plan Webpage and Bookings System (see section I1).
- C9 Cycle Maps – Transport for London already has maps of the area which are available on request. It is proposed within this Travel Plan that Brent’s preferred cycle routes are included within the Brent Transport Map revision (see section W4 above).

Public Transport

London is well served by public transport, and Brent is no exception with its four tube lines, over 20 tube and rail stations and over sixty bus services. Buses represent an efficient use of road space, and utilising public transport can reduce the overall transport emissions of the Council. Since the introduction of the London –wide Oyster card, public transport has been cheaper and more convenient, and Oyster cards also allow for business journeys to be logged and accounted for more efficiently. The following Travel Plan measures are included to promote and increase the uptake of public transport:-

- P1 Interest-free Season Ticket Loan and Discounted Tickets - the Council already provide an interest-free season-ticket loan to staff. It is proposed to promote public transport use further by offering an additional 5% discount on annual season tickets. This would help to redress the balance between costly season tickets and the perceived lower costs of private motoring.
- P2 Provision of Public Transport Information – quality information, both web-based and in paper format, showing local services, timetables, and maps will form a central pillar of the marketing of the Travel Plan. This will allow officers to make informed choices. Sometimes the lack of information is a crucial barrier to be overcome in making the shift from private to public transport use.
- P3 Liaison with transport operators to improve services locally – Brent Council’s Highways Committee has a working Public Transport Liaison Group which meets quarterly with transport operators such as London Buses and their franchised operators, London Underground, and the Train Operating Companies. Feedback and responses from the on-going Travel Plan process (such as recognising where services could improve) will feed into these meetings.

Managing Car Use

Brent Council relies significantly on the use of the private car for both commuting and work-related purposes. This has a significant cost implication for the council, both in terms of car mileage re-imbursments and car parking costs (real or opportunity). The Council can no longer

afford to subsidise this level of individual car use. Whilst this Travel Plan is not in itself “anti-car”, the following measures are included to manage the use of the private car more effectively:-

- M1 Liftshare – Liftshare is a national scheme which has been in existence for 10 years, and has seen membership increase to several hundred thousands in that period. It is a network web-based application, that can match a car owner willing to share the use of their car with a passenger looking for a lift. Liftshare has a London regional database, and Brent Council currently subscribe to a private scheme for Brent Council officers. The Travel Plan proposes to increase membership of this scheme through awareness-raising and a targeted marketing campaign. If more officers joined the scheme, then liftsharing for council-related work would become a more viable and reliable option. It is also proposed that bona-fide lift-sharers receive priority for parking at council sites.
- M2 Guaranteed Ride Home – This facility is a fall-back option which guarantees that if a passenger’s lift (see Liftshare above) falls through due to some unforeseen event, the cost of a taxi fare can be claimed. This provides lift-sharers with added security in the event of their lift-provider unexpectedly changing their work or travel patterns. This facility would also be available to officers whose evening meetings finish after 23.00. (This is currently offered to members).
- M3 Managing the use of Essential User Permits – The Travel Plan proposes a more stringent test for the issuing of Essential User Permits, and one which is more evidently based on user need. Fuller details of this eligibility test will follow.
- M4 Managing the allocation of Car Parking Spaces – Currently the Council allocate parking spaces on a pro-rata basis, and this system is not consistent council-wide. It is proposed that a Parking Policy is developed based on a hierarchy of need, reflecting the needs of individual users (such as disability) and the requirements of delivery of Council services. Further details are contained within chapter 8 (below).
- M5 Parking Charges – Currently council officers who park without charge at council premises are receiving a benefit in kind which other officers do not enjoy. As part of the Parking Management Strategy (see chapter 8 below) it is proposed that a tariff of parking charges be introduced which ensures fairness and consistency across the whole council. A proportion of the revenue derived from this will be used to fund other Travel Plan measures and support the council’s commitment to promoting sustainable transport modes.

Reducing the Need to Travel

The Council is envisaging moving to more sustainable working practices and the move to the new Civic Centre, with its reduced volume of accommodation and parking, will necessitate changes such as more hot-desking, more home-working, and smarter ways of working. These can all help to reduce carbon dioxide emissions from travel-related activities, although an assessment of the domestic situation (for example expenditure on heating/ lighting and the emissions) will need to be balanced against this. The council is currently developing its home-working policy. However, as part of the Travel Plan, officers will be encouraged to evaluate whether travelling is necessary or

consider ways of linking journeys as part of a planned approach to coordinating travel or car-share.

- R1 Smarter Working and reducing the need to travel – It is expected that the centralised IT-supported Travel Plan information and bookings website will have an interactive facility so that journeys can be dovetailed or otherwise coordinated to reduce the need to travel between sites.
- R2 Hot-desking and home-working – Officers do not have an assigned desk and place of work, as they may be in attendance only at specific times or on certain days of the week. At other times, they may be tele-working or working from home (formally or informally).

Business Travel

The Travel Plan aims to cover travel on council business as well as the daily commute. Costs for business travel are very high, and will need to be decreased. Around half of Brent's workforce travel on business regularly and the aim of the Travel Plan is to ensure that the mode of travel is the most appropriate one in terms of the environmental, economic and social factors, whilst still being able to deliver council services effectively and efficiently.

- B1 Cycle Mileage – Those officers who use their bicycle for work-related journeys are entitled to claim a weekly allowance. The Travel Plan aims to increase this allowance in order to encourage more cycling, and to discourage unnecessary car use. A reimbursement rate of 20p per mile is proposed as this is the maximum tax-free allowance. The agreed allowance then needs to be more widely publicised.
- B2 Pool bicycles – The Council already own four pool bicycles (one is electrically assisted), which are in lock-ups at Brent House and the Town Hall. These would be administered and booked centrally, with a budget for maintenance and insurance. (See section C8 above).
- B3 Pool Cars – Brent Council has 23 vehicles across a number of teams and units, which are pooled for officer use. These are currently separately managed by individual units. A centralised travel booking system would allow these vehicles to be used more efficiently across the whole council, and would allow for better data on business use to be available.
- B4 Car Club vehicles – these are vehicles owned by a Car Club Operator (there are four operating in Brent currently) and made available to any user who joins the scheme. Membership is typically a one-off or annual charge, and club cars can be hired on an hourly basis. Car club vehicles will be strategically located either in public car bays or on council property which is also accessible to the public. A single car club vehicle can cover the needs of several privately owned vehicles, thereby reducing congestion and pressure on residential or commercial parking spaces. Car club vehicles effectively provide an extended pool of vehicles for officer use. Car club operators also supply good data on journey details, an added benefit for Council management.

- B5 Liftshare – Brent Council already subscribe to Liftshare. If more officers join the Liftshare scheme, then this service could make business-related journeys more efficient. (See M1 above for more details.)
- B6 Oyster Cards for work purposes – these are already available in some units and are an effective and cheap way of paying for transport around London. Oyster are also able to provide a print-out of journeys, so this measure will assist in the management of officer travel. A simplified system for the use of Oyster Cards will be introduced.

Information and Planning

High-profile publicity and dissemination of information about travel and transport choices will be key to ensuring the Travel Plan is a success.

- I1 Travel Website and Central Booking System - The Travel Plan will have a dedicated web-page which will act as both an information and publicity site for the Travel Plan as well as having an interactive facility for centralised booking of services such as pool vehicles, club cars, and liftshare.
- I2 Maps and Leaflets – The Council already has a store of notice-boards and leaflet racks ready for installation at the main sites. Maps and leaflets informing council officers, members and visitors of the transport choices available, the benefits of alternative modes, the availability of the various measures incorporated in the Travel Plan and how to access these services, will be distributed.
- I3 A Council Travel Plan Welcome Pack – the purpose of the Welcome Pack is to encourage new employees to the Council to consider the options for their travel before habits (such as single occupancy driving) are ingrained. The pack will be available electronically and also in a paper version for staff who cannot access computers regularly.
- I4 Insight Magazine – This is an in-house publication for officers, and will be used as a tool to highlight features of the Travel Plan on a regular basis.
- I5 The Brent Magazine – This publication is sent monthly to all residents in Brent. Once the Travel Plan has been adopted by Brent Council, articles on measures generally available to Brent residents and other organisations in the borough (such as car clubs, liftshare, and the health benefits of active travel) will help raise the profile of travel awareness and travel plans in general.

Measures for Members and Visitors

The Travel Plan for Brent Council covers both officers’ and members’ travel, and in the longer term the Travel Plan will also target visitors to council offices, and the procurement and delivery of suppliers’ goods and services to the various sites.

- V1 Members’ Travel. - Members will be encourage to use sustainable transport modes wherever possible. Information on all these alternatives will be made available to members.

- V2 Members' Parking – Council Members will be subject to the same parking arrangements and charges as officers.
- V3 Visitors' Travel – Full information on all the travel options available to visitors will be made available and displayed in prominent places at all council sites.

6 COMMUNICATION STRATEGY

During the summer of 2008, a Draft Travel Plan document, together with a short summary and brief introductory text were made available to staff for consultation. Presentations of the new Travel Plan were also made at several senior management meetings, network lunches, to the Disability Staff Forum, and through email notices to all Service and Departmental Units. The consultation went live for 6 weeks. 155 responses were received and a questionnaire included 21 short questions covering all aspects of the proposed Travel Plan. These responses have shaped how the package of measures will be introduced.

The new Council Travel Plan will be officially launched in January 2009. Before this time, a communication strategy will raise awareness of the Council Travel Plan so that by the launch date all staff and council members will be familiar with the measures available and those planned for implementation, pending confirmation of the funding mechanisms proposed here.

The following methods of communication will be used to promote the Plan:-

Email – this is effective at targeting those staff with computers, but email is overused, so this method may not have the best impact. It is not inclusive of those staff with little or no access to a computer.

Website / Intranet Pages – this requires staff resources and skills to update and ensure all links are working and correct. The intranet is difficult to navigate. As with email, it is not inclusive of those staff with little or no access to a computer.

Team meetings – having a Travel Plan item on the agenda for a team meeting is a very effective way of getting information across. As many opportunities as possible should be taken up to present information on the Travel Plan to staff and members.

Leaflets, posters and display boards - these methods are essential for insuring that all staff have information about the Travel Plan. Once installed, display boards and leaflet racks will contain up-to-date information about the Travel Plan and individual measures, as well as having site-specific information about public transport services, and walking and cycling routes in the area. A resource will be needed to service these boards /racks to ensure information is kept relevant and up to date.

Insight – this is the in-house newsletter for council officers and articles will be relevant and up to date. Articles could also highlight specific events which are organised throughout the year, for example Bike Week, European Mobility Week, Car Free Day, etc.

Wage slip attachments – these are used regularly to inform all council employees (and members). A lead-in time is necessary to book this service, and there is a cost involved.

The Brent Magazine – this publication goes out to all residents in Brent and will be used to highlight that Brent Council has a Travel Plan. It is intended that this would encourage more outside organisations to consider adopting a travel plan for themselves. In addition, generic measures such as public transport promotion, promoting Liftshare and Car Clubs, highlighting the health benefits of less use of the private car, and presenting information on walking and cycling facilities in the borough will be promoted through this magazine, as will promoting travel awareness events (referred to above).

7 ACTION PLAN

The following table gives information about the actions that will be taken to implement the Travel Plan, as described above in chapter 5. These have been grouped together under the seven themes of walking, cycling, public transport, managing car use, reducing the need to travel, business travel, and marketing+publicity.

Action	Set-up Costs	Annual Costs	Timescale	Performance Indicator	Link with other strategies
WALKING					
Walking route audit and subsequent improvements to address safety	Prioritised and funded through LIP	Prioritised and funded through LIP	Sept 2009	Number of walking schemes implemented	LIP
Umbrella pool for staff	£2,260 (one off)	None	Oct 2008	Number of staff using umbrellas and walking to and from business meetings	
Personal safety alarms for staff	£420 (one off)	None	Oct 2008	Number of staff using alarms and walking to and from work	
Provide Walking Maps for all staff	Marketing budget	Marketing budget	Nov 2008	Number of staff walking as part or all of their journey to and from work	LIP / LDF
Promote the benefits of walking to all staff	Marketing budget	Marketing budget	From October 2008	Number of staff walking as part or all of their journey to and from work and number of cars parked in car parks	LIP / LDF
CYCLING					
Cycling route audit and subsequent improvements to address safety	Prioritised and funded through LIP	Prioritised and funded through LIP	Sept 2009	Number of cycling schemes implemented	LIP

Install showers and changing facilities in Council buildings where required	£20,000 (one off)	None	1 by March 2010	Number of staff cycling as part or all of their journey to and from work and number of cars parked in car parks	LIP / LDF
Equipment lockers in buildings where required	£17,600 (one off)	£2,000 (annual allowance for other sites)	March 2009	Number of staff cycling as part or all of their journey to and from work	LIP / LDF
Install good quality, secure, cycle parking at each of the Council buildings	£26,076 (one off)	None	March 2009	Number of staff cycling as part or all of their journey to and from work	LIP / LDF
Offer Cycle Training to all staff	FREE cycle training	FREE cycle training, £200 for cyclists breakfasts	December 2008	Number of staff cycling as part or all of their journey to and from work	LIP / LDF /MAYORS
Bike salary sacrifice scheme	None	£7,500	Sept 2008	Number of staff cycling as part or all of their journey to and from work	
Pool Bikes for business	£ 8,100	None	March 2009	Number of pool bikes used for business related travel	LIP / LDF
Cycle Maps available for all Staff	Marketing budget	Marketing budget	Dec 2008	Number of pool bikes used for business related travel	
PUBLIC TRANSPORT					
Interest Free Season Ticket Loan/discounts	None	£94,000	Sept 2008	Number of staff applying for loan	

Public Transport Information	Marketing budget	Marketing budget	Oct 2008	Number of staff using PT	
Work with London Buses to improve services	None	None	Mar 2009	Number of staff using the bus to travel and number of cars parked in car park	
Action		Annual Costs	Timescale		Link with other strategies
MANAGING CAR USE					
Car Sharing (London Liftshare)	£950 (one off)	£750	Dec 2008	Number of staff joining scheme	
Guaranteed Ride Home	None	£200	Mar 2009	Use of facility	
Develop policy on allocation of 'Essential' Car User Permits	None	None	Sept 2008	N/A	HR
Develop policy on the allocation of car park spaces	None	None	Sept 2008	Policy	
Implementation and phasing of Car Parking Charges	Equipment Costs	Operating costs	Mar 2009	Number of cars in car park	LDF / HR
REDUCING THE NEED TO TRAVEL					
Introduce formal Home-working	Cost to be reviewed as overall business case for home-working / hot-desking		Mar 2009	Number of staff requesting this measure	HR
Introduce Hot-desking			Mar 2009	Number of staff at their desks	HR
BUSINESS TRAVEL					

Cycle mileage	None	Part of Council overall travel claims (20p/ mile)	Current measure	Cost of total cycle mileage claims	HR
Pool bikes for business	Part of Cycling Measure 8		Dec 2008	Number of bikes used each week on business	
Pool Cars/Car club for business	Business case to be established	Business case to be established	Mar 2009	Pool car mileage	
Liftshare for business travel	Part of Managing Car Use Measure 2		Mar 2009	Number of staff that register on site	
Oyster card pool for business travel	-	Part of Council overall travel claims	Dec 2008	Spend on pool Oyster cards	
TRAVEL INFORMATION, MARKETING and PUBLICITY					
Travel Website to promote all aspects of the Travel Plan	£10,000 (one off)	£1,000	Oct 2008	Number of hits in website	
Maps and leaflets	£1,500 per 100 maps and £5000 for design	£500	Oct 2008	Number of maps distributed	
Travel Plan Welcome Pack for all staff	None	£500	Dec 2008	Number of staff who receive and use the information	
Insight magazine for staff to promote Travel Plan	None	None	Nov 2008	N/A	
The Brent Magazine to promote Travel Plan	None	None	Nov 2008	N/A	

8 PARKING MANAGEMENT STRATEGY

The principles behind the parking management strategy aim to reduce reliance on single-occupancy private vehicles for delivering council services, as well as to encourage more commuters to think of alternatives to driving into work. Although in the short term it is not proposed to reduce the availability of parking significantly, some spaces in existing sites will be prioritised for cycle parking, bona-fide lift-sharers, car club vehicles and pool cars or bicycles. In the longer term, the availability of parking at the new Civic Centre will be extremely limited and a policy for the re-allocation of spaces will also follow the same principles.

These principles include the following:-

A new Council-wide policy identifying which employees are required to use their own private car to deliver the Council's services will be developed with the principle of discouraging single occupancy vehicle trips whilst ensuring an excellent standard of service provision is maintained.

Private car use for Council business trips will be better managed in order to reduce overall car travel mileage, including no payment for car journeys undertaken between the five main Council buildings.

A new policy on employees' eligibility for subsidised parking will be prepared. This policy will be closely linked to policies identifying which staff need to be car users and possibly those posts where the market requires other incentives to be offered.

A new policy on employees' eligibility for car parking spaces will be developed and there will be a reduction in the number of passes that the Council will purchase for staff from NCP and other public car parks.

The policy determining eligibility for car parking spaces will ensure that those required to provide a car for work are only provided a parking space on those days when they need their own car for Council work purposes. This could vary from day to day and result in some staff being allocated a parking permit on limited days or for a limited period each day.

A Human Resources Policy will be developed regarding car use. During the recruitment process staff will be made aware of this policy and will be informed whether or not they will be eligible for a car user permit. It may also be agreed that a discussion concerning an employee's commuting and travel needs becomes part of the recruitment process as a travel awareness raising process for new staff.

A car parking tariff will be developed which may be based on engine size and type of fuel used.

The overall number of parking spaces available on Brent Council sites and available to Brent Council employees will remain broadly constant. Employees not allocated a parking space will have the option to purchase a parking pass/permit from the NCP or other public car park at rates which the Council will negotiate to maximise possible discounts through its better purchasing powers.

Where required, some parking spaces will be removed to provide additional cycle parking and to improve access and facilities for cyclists and pedestrians, public transport use, and liftsharers, and also for spaces for club cars and pool vehicles.

The need to review the allocation of Essential User Permits and the allocation of parking spaces is paramount in meeting the Council's aim of promoting and encouraging sustainable travel. The Council acknowledges that there is a definite need for certain employees to use their car for business purposes. However, where flexibility exists, the Council wishes to ensure that alternative travel options are considered before private car use. This may mean the use of a pool car or car club car once an employee has travelled to work by a more sustainable mode. Ensuring an efficient allocation of Essential User Permits and car parking spaces is an important element in ensuring that only those employees who need their private car at work for the efficient delivery of Council services are encouraged to drive into work. Others will still have the choice of driving to work if they personally consider it to be necessary, however the Council would no longer be supporting them in doing so.

Spaces will still be provided for powered-two-wheelers, etc.

Blue badge holders will be allocated a prioritised car parking space free of charge.

The objectives are as follows:

- To discourage single occupancy vehicle trips and an ensuring an excellent standard of service provision is maintained;

- Manage the Council's parking supply to allow the efficient delivery of services; and

- To reduce the amount the Council contributes towards employee parking.

The 426 car parking spaces that the Council currently purchases in the NCP and other car parks equates to a cost of around £372,000 per annum. Through the development of more appropriate policies relating to the allocation of parking spaces, the Council should be able to eliminate the cost of purchasing spaces and ensure that the resources currently used in this way are being effectively spent on the delivery of Council services.

The 616 Council car parking spaces across the 24 largest Council sites are currently an asset that generates no revenue for the Council. The implementation of parking charges will provide a source of revenue which the Council intends to use to fund the other Travel Plan measures, including improved walking, cycling and public transport measures.

The Parking Management Strategy will be used to ensure that employees, Member and visitors only drive to Council offices, or drive on Council business, when they are required to or when there are no other realistic travel options. This is a key objective of both the Travel Plan and the Carbon Management Strategy with the Council committed to reducing carbon emissions by 20% by 2011.

9 FUNDING for IMPLEMENTATION

The attached table summarises the Travel Plan measures and the costs associated with these. The costs are divided into set-up costs (where applicable) and annual on-going costs (if applicable). These are as follows:-

Funding Proposals for the Plan

Measures	One-off cost	Annual costs
Walking	£2,680	0
Cycling	£71,776	£9,700
Public transport	0	£94,000
Managing car use	£950	£950
Travel information planning and marketing	£16,500	£2,000
Annual maintenance/replacement budget for cycling and walking facilities	0	£20,000
Additional support required for delivery of the Plan (to be reviewed after 2 years)	0	£40,000
Grand total	£91,906	£166,650
One-off costs funded over 5 years on invest to save basis (interest at 6%)	N/A	£22,000
Grand total annual costs – one-off costs funded over 5 years	N/A	£188,650

It is proposed that income raised from charging for parking spaces at council sites will be hypothecated to fund the costs set out above. As an example, the total 616 council sites which are currently raising no revenue could yield an income of £320K per year. This is based on a conservative charge of £10 per week, representing 52% of the commercial rate in Wembley (which is £19 per week).

10 MONITORING and REVIEW

This Council Travel Plan includes a Monitoring and Review strategy, and a Communication Strategy, recognising that implementation and continual development of this Travel Plan is key to its success. The Plan will be monitored in accordance with the requirements of Brent Council and Transport for London. An effective monitoring programme needs to include baseline data collected before the Plan is implemented, what measures were available before and after the Travel Plan was rolled out, a second survey and analysis conducted at a future point in time, and a comparison of these datasets.

Transport for London recommends all Travel Plans be “ITrace-compliant”. ITrace is a web-based project monitoring tool, being adopted across all organisations and sectors across London. It includes standard methodologies for undertaking site audits, travel surveys, and setting targets. ITrace require that Travel Plans are fully reported on after years 1, 3 and 5, with “snapshot” surveys being undertaken in the intervening years.