

PROJECT INITIATION PROJECT (PID)

Programme / Service	Sustainable Communities		
Project Name	Travel to and for Work Policy Review		
Project Sponsor	Susan Gardiner-Craig		
Project Manager	Lesley McFarlane		
Date Issued	27/8/20	Version Number	1

Background

The Council adopted a Travel for Work Plan for South Cambridgeshire Hall in 2015 to cover the period to 2020. This Plan now needs to be updated, particularly in light of the very different conditions within which many employees now work following the lockdown of the Coronavirus pandemic in March 2020.

As businesses begin to reopen and employees begin to return to work, a new Travel to and for Work Plan is needed to support a green recovery, helping employees to decarbonise and move towards net zero emissions. The content to reflect the aspirations of the Business Plan and the priorities of the Council, namely “Being Green to our Core” and which supports employees to adopt and maintain healthier lifestyles as part of the Health and Wellbeing Strategy adopted in June 2020.

The aim of an updated policy will be to a) initially measure baseline work/travel patterns, b) encourage those employees who live within a reasonable proximity to their workplace to adopt more active forms of travel (walking and cycling) and use their cars less. The potential benefits are numerous. If more employees can be encouraged to adopt more active forms of travel for the office commute this will help to

- I. tackle the crises in public health (i.e. obesity and other lifestyle related health conditions such as Type 2 diabetes, heart disease and stroke),
- II. ease traffic congestion,
- III. minimise air pollution, and ultimately address climate change
- IV. reduce the cost of individual travel
- V. reduce business mileage and make savings
- VI. make our communities safer

Embedding positive changes to individual travel behaviour will support the Council to deliver its zero carbon strategy and health and wellbeing strategy.

The Policy links to the following strategies: Zero Carbon, Health and Wellbeing, the Natural Capital Strategy (in development) and the Air Quality Strategy (in development) as well as the Council Anywhere Project, promoting remote working for employees.

The benefits to exercise are numerous; in research published earlier this year by the European Journal of Preventive Cardiology (1); active commuting was linked to additional health benefits; for women who walked to work and men who cycled to work there was an associated 1.7% reduction in heart attacks the following year.

Another study published in the Lancet in June 2012 looked at the cost benefits to the NHS of increasing active travel in England and Wales, (related to the prevention of T2 Diabetes, dementia, cerebrovascular disease, breast cancer colorectal cancer, depression and ischaemic heart disease, all associated with physical inactivity). The study found that reductions in these non-communicable diseases would lead to billions of pounds worth of savings to the NHS over a 20-year period (2)

According to several recent studies, people with non-communicable diseases such as obesity, diabetes and cardiovascular disease are associated with increased risk of serious illness and death from Covid-19.

Generally, physical activity is associated with many improvements in health and wellbeing, including lower death rates, lower risk of heart problems and depression and it benefits people of all ages.

UK guidelines for physical activity for adults (aged 19-64 years) are as follows:

Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.

Integrating active travel as part of ones lifestyle can help individuals achieve these guidelines as it's increasingly seen as integral to strategies to raise physical activity levels, whilst also addressing inequalities.

Air pollution is damaging to the environment and our health. Up to 40,000 premature deaths are attributable to air pollution each year in the UK and road transport is responsible for 80% of the pollution. Whilst air pollution is low across the District, there are a number of Air Quality Management Areas (AQMA) along the A14 and the continuing increase in the level of traffic has been a main challenge for the Council.

A new Travel to Work Policy which actively promotes the uptake of more active forms of travel will go some way in addressing the local air pollution and congestion challenges.

1. <https://journals.sagepub.com/doi/full/10.1177/2047487319876228>
2. <https://www.sciencedirect.com/science/article/abs/pii/S0140673612607661>

Business Benefits

The costs of absence and presenteeism (working whilst sick which can cause productivity loss, poor health, exhaustion and the spread of infections across workplaces) to business, the economy and the employee are too significant to be ignored. Absence is a major cost to business at £14bn per annum ³.

At least one third of absenteeism costs i.e. around £5bn are attributable to physical inactivity. Minor illnesses are identified by employers as the most common causes of short-term absence with colds and flu as the single most common cited reason for work absence.⁴

These are associated with low immune function, i.e. the body's immune system is not working optimally in order to fend off common causes of absenteeism including colds. Physical fitness and physical activity through walking and cycling are strongly linked with boosting immune response and a lower risk of ill health from infections such as the common cold ^{5,6}

3. Confederation of British Industry/Pfizer 2013 Fit for purpose. Absence and workplace health survey 2013. Centre for Mental Health, 2011. Managing presenteeism.
4. <https://www.centreformentalhealth.org.uk/managing-presenteeism>
5. CBI/Pfizer, 2010 On the path to recovery: Absence and workplace health survey 2010.
6. Nieman, D., Henson, D., Austin, M., Sha, W. 2010. Upper respiratory tract infection is reduced in physically fit and active adults, British Journal of Sports Medicine.

Baseline Data

The table below represents data collected from SCDC travel to work surveys 2011-2016. No further data has been collected since this time.

Mode	2011 %	2012 %	2013 %	2014 %	2015 %	2016 %	Target %*
Bicycle %	5.25	7.48	5.65	4.39	10.27	6.56	4.75
Car share %	10.65	11.28	11.3	12.36	9.59	7.13	13.5
Drive alone %	75.99	70.94	71.59	71.87	70.68	73.07	63.15
Public Bus %	0.32	1.41	0.83	0.98	0.95	1.18	1.1
Walk %	2.86	4.23	3.49	6.34	4.32	5.62	7
Motorbike %	0.48	1.27	0.42	1.66	0	0	0.5
Train %	0.32	0.14	0	0.33	0.41	0	0
Work from home %	1.91	2.82	4.15	3.74	3.65	4.33	-

Worked elsewhere %	1.27	0.42	1.66	0	0	2.46	-
Home and remote working %	3.18	3.24	5.81	3.74	3.65	6.79	10
Number of one-way trips	617	693	584	623	889	854	-
Participation rate %	31.28	36	30	33	39	Tbc	-

Analysis

- *Single car use* increased slightly on 2015 but remained relatively stable considering that the survey was carried out later in 2016.
- *Home and remote working* increased to 6.79%. This reflects increased cross-site working following the introduction of 3C shared services, as well as gradual take-up of hub office usage around the district. This proportion is below the travel plan target of 10%, and suggests that further cultural, technological and procedural changes are required to embed home and remote working. There appears to be low awareness of the hub office facilities, and significant technological barriers to home-working.
- The number of people not working on Friday was much higher than on other days of the week (20%), reflecting the council's flexible working arrangements which continue to be welcomed, and taken advantage of, by staff. This result is to be expected, given that the car park and offices are notably quieter on Fridays. Directorates should consider holding external events on Fridays, when there is likely to be greater availability of parking spaces.
- There was a reduction in *car-sharing*. SCDC has responded to this by developing a postcode-mapping facility on Office 365, through which staff can identify colleagues living nearby. This complements the more formal and regulated Liftshare scheme in which the Business Park participates. We will continue to lobby for stricter enforcement of carshare-only spaces, and hold car-sharing promotional events. The Council also updated its Guaranteed Lift Home Policy during the year, to ensure that car-sharers and cyclists would not be stranded in the event of an emergency.
- *Bicycle* use was below its 2015 peak; however, it is pleasing that the result was comparable to previous years, given that the survey week coincided with the first cold and wet spell of Autumn/Winter. SCDC has improved cycle parking and changing facilities for cyclists in the last year
- *Public bus use* remains very low; other than the Citi 4 service from Central Cambridge via Hardwick, there are a lack of regular bus services from other major towns, especially St Neots. *Cambourne West S106?*
- The proportion of walkers was higher than 2015 (5.62% compared to 4.32%). This is to be particularly welcomed, given the later survey and adverse November weather. We will

continue to promote local walking and cycling routes, especially for the relatively high number of staff living in Cambourne.

- 42% of commutes were of 20 minutes or less, compared to 11% being by foot or bicycle. There is clear scope to encourage further modal shift for shorter journeys.
- 15 respondents' one-way commute took over an hour, confirming feedback that some staff are required to travel longer distances due to prohibitively high local house prices.
- The longest single-journey one-way commute was 120 miles. The average one-way commute was 17 miles. 73% of commutes were of 20 miles or less.
- 70% of respondents were aware of the Council's Travel for Work Plan; 58% knew who to contact on travel for work related issues.

Project Success / Quality Criteria

The success of the revised Travel to Work Plan will be an increase in take-up of active travel modes to commute to and from the main office and other work locations (see In Scope section).

This will be evaluated by conducting a travel to work survey to gain a clear understanding of travel patterns post Covid-19 lockdown and repeating bi-annual surveys thereafter (to include seasonal variation). To encourage healthier, greener travel options, incentives such as electric bike and car fleet rental schemes should be considered, as well as time-limited free EV charging at Cambourne, and the bike voucher schemes.

Absenteeism rates could also be measured as criteria for success.

Lessons learnt from previous projects

Guidance: What learning from previous projects can usefully be applied to help this project successfully achieve its aims? A central repository of lessons learnt is available at [Corporate Shared / Sharepoint links].

Prime Objective

Up-to-date Travel to Work Policy

Increased uptake of healthier, greener travel to work modes.

Secondary Objectives

A healthier, happier workforce which meets the objectives of our Zero Carbon Strategy and Health & Wellbeing Strategy.

Outputs

A travel to Work survey to provide baseline travel pattern information
A revised Travel to Work Plan reflective of the new environment within which we work
Opportunities to explore incentives to help employees adopt more active modes of transport

In Scope

Full and part-time employees, including contractors and Councillors' travel patterns to and from home, the two main Council bases of Waterbeach and Cambourne and Hubs and other business related travel.

Out of Scope

Assumptions and Constraints

Low respondent rates to the survey may not give a true picture of staff travel patterns.
The present home working patterns of Cambourne based staff will affect survey results.
Seasonal patterns affect car usage.

Communication Plan

Employees Cambourne and Waterbeach Depot
District Councillors
CEAC
To raise awareness, all stakeholders will be emailed in advance to highlight that a new travel to work survey will be taking place, explaining that we are updating an existing policy to reflect today's working practice and travel patterns/behaviours.

Risks

- Low survey respondents
- Resumption of Covid lockdown

Data Security

DPIA screening doc submitted. Full DPIA subsequently undertaken.

Equality and Diversity

EQIA has been undertaken. This exercise highlighted that employees with physical or learning disabilities, those from BAME groups and those living rurally may be adversely affected by this policy. As the policy will be promoting employees to participate in more active forms of travel when commuting to their place of work and additional consideration needs to be given to those employees outlined above.

Estimated Timescale

Proposed Start Date 01/10/2020	Estimated End Date 31/01/2021	Duration (weeks) 17
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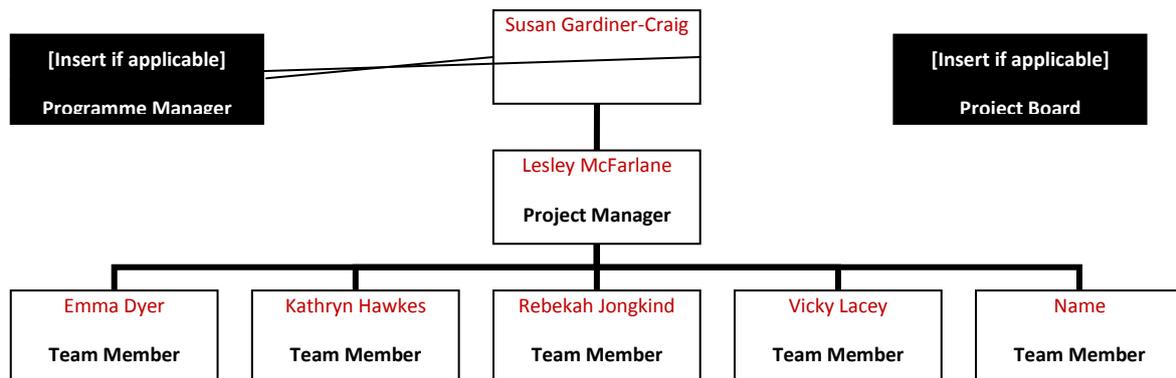
Estimated Project Level People / Resources

Role and Name	Days Per Week	No. of Weeks	Total Days		
Susan Gardiner Craig, Project Sponsor			0.5		
Lesley McFarlane	0.25	16	4		
Rebekah Jongkind		16	2		
Kathryn Hawkes			0.25		
Vicky Lacey, Waterbeach Dept			0.50		
Emma Dyer, Climate and Environment			0.50		
Total Days			7.75		
Is the project likely to require, or result in, the need for additional support from the following corporate services?					
Finance		Human Resources	yes	ICT	
Legal		Policy & Performance	yes	Contact Centre	

Estimated Project Level Finance Resources

Funding can be met within existing budgets, with no new expenditure required.

Project Organisation Structure (example – please amend as required)



Key Project Roles:

Project Executive (Sponsor) - The Project Sponsor is accountable for the project. They provide leadership and direction to the Project Manager and help overcome barriers. They own the business case, govern risk, and champion the project.

Project Manager - The Project Manager is responsible for defining and delivering the project including its outputs within the agreed scope and resources of the programme.

Team Member - Team members are responsible for supporting the delivery of the project and providing specialist expertise where appropriate.

Project Controls

Project will be reviewed monthly with Kathryn Hawkes who will assume the project assurance role and with Susan Gardiner-Craig as project sponsor.

Project Score = 1

Project Size = small

N.B. See [Project Management Toolkit](#) and [Project site set-up guidance](#).

Using the scoring matrix this project is small and scores 1.

Authorised By	Signature	Date
Project Sponsor	Susan Gardiner-Craig	
Project Manager	Lesley McFarlane	27/8/2020