
Travel Plan Report

Energy Saving Trust

Inverness Leisure

Bught Lane, Inverness

IV3 5SS

Eastwood Consulting

www.eastwoodconsulting.co.uk

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1 Introduction

1.1 Travel Planning

The way we travel has a huge impact on our economy, health, environment, and the resources available for future generations. Currently, it is estimated that 27% of all greenhouse gas emissions in the UK are transport related.¹ The transport sector also generates other environmental impacts like airborne and waterborne pollutants. For these reasons it is easy to understand why encouraging more efficient, convenient and sustainable travel is important.

Of course, the challenge is to put sustainable transport measures into practice - for example; by providing the information, support and infrastructure to help people to choose to walk, cycle, take public transport, or share car journeys more often than they currently do.

A Travel Plan is a term used to describe a package of measures tailored to the needs of an organisation and aimed at promoting travel choice and reducing reliance on the car. It involves the development of a set of initiatives and mechanisms and can bring about a number of benefits for an organisation, its employees and the wider community. Figure 1 depicts this process.

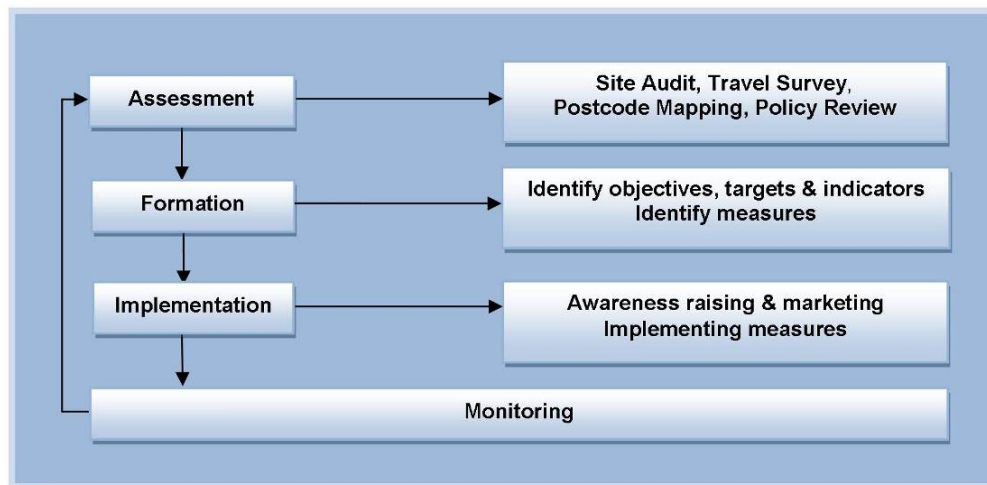


Figure 1 - The Site Specific Travel Plan Development Process

Figure 1 provides a summary of the site Travel Plan development process involving four key stages:

- **STAGE 1:** Assessment of existing conditions incorporating a site audit, staff travel survey and often home postcode mapping analysis. This stage allows the potential for more sustainable travel to the site to be assessed, existing barriers to more sustainable travel at the site to be highlighted and opportunities to incentivise and support more sustainable travel options to be identified.

¹ Source: Local & Regional CO₂ Emissions for 2005 for the UK, DEFRA 2007: <http://www.defra.gov.uk/environment/statistics/globalatmos/globalghg.htm>.

- STAGE 2: Formation of realistic and achievable Travel Plan objectives, targets and indicators and identification of appropriate travel planning measures based on outcomes of the assessment process.
- STAGE 3: Implementation of the identified measure and ongoing marketing and communication of the site travel plan to foster a culture of sustainable travel within the organisation. This typically includes use of high profile events and promotions.
- STAGE 4: Monitoring, refinement and development of the Travel Plan through annual resurveying and assessment of performance against key indicators to ensure that the Travel Plan progresses and achieves increasingly positive results.

This document presents a Travel Plan Report for Inverness Leisure looking at the Inverness Leisure facilities located on Bught Lane, Inverness. This report focuses on Stage 1 of the Travel Plan process (as identified in Figure 1) by providing key information necessary for Inverness Leisure to develop a full Travel Plan for its Bught Lane site.

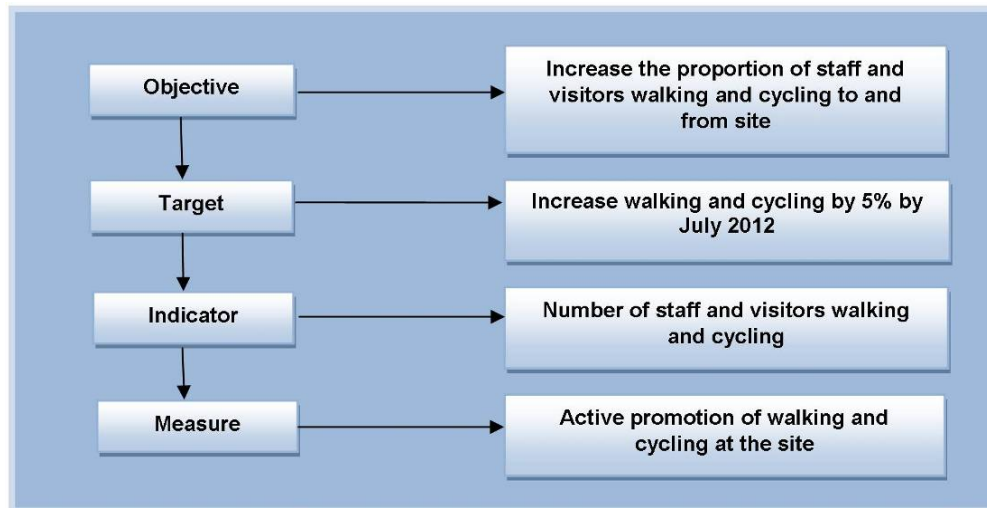


Figure 2 – Example Objectives, Targets, Indicators and Measures

The next stage of the process, Stage 2, is for Inverness Leisure to identify site specific objectives, targets and indicators (Figure 2 above provides an illustrative example of this). These site specific objectives and targets should compliment and contribute to Inverness Leisure's wider sustainability objectives. This report proposes a number of objectives and targets in Section 5 of this report.

The next section provides some useful background information on Inverness Leisure and describes how this project came about.

1.2 Background – Inverness Leisure²

Inverness Leisure is the trading name of Caledonia Community Leisure, a Charitable Trust which operates the Inverness Leisure facilities at Bught Park, Inverness. The multi-award winning Inverness Leisure is the largest leisure facility in the Highlands and provides leisure services for both local residents in Inverness and the Highlands and plays a key role in attracting leisure tourism to the City of Inverness. The Inverness Leisure facilities at Bught Park consist of a *wetside* and a *dryside*.

The *wetside* consists of:

- An 8 lane 25 metre Competition Pool designed to meet international competition swimming standards;
- A leisure Pool which offers lots of fun water activities;
- A family spa bath, and;
- A health suite with a sauna, steam room and spa bath along with a huge relaxation area equipped with comfortable seating and loungers.

The *dryside* consists of:

- A gym with a full range of state-of-the-art exercise equipment;
- A studio offering a broad range of classes;
- A large sports hall with moveable seating for 660;
- A sports hall with a climbing wall for leading and bouldering, a multi-function area and a projectile room, and;
- A café next to the gym overlooking the athletics track offering a wide range of food and beverages, including Fair Trade and healthy choices.

Inverness Leisure also provides a range of rooms suitable for meetings and events of between 12 and 1,200 guests.

The Inverness Leisure site also includes the Queens Park Athletics Stadium which is sited adjacent to the Sports Centre, with a 400m, 8 lane synthetic all-weather track, floodlights, and seating for 300 spectators. The stadium is fully equipped for athletics training and competition, including photo finish and public address systems.

To improve, develop and sustain the green credentials of Inverness Leisure, the Trust has formed a Green Team to look at ways to save energy and reduce CO₂ emissions.³ Inverness Leisure has also identified a number of objectives, these are:

- Identify the value that being green would have to community, environment and our facility;
- Improve existing and new green ideas that are valued by Customers and Staff
- Sustain these ideas through long term management plans;
- Provide information about green spaces, wildlife and healthy lifestyle making it more accessible to a wider group of users and maintain and develop connectivity with our partners;

² See the Inverness Leisure website for further details: <http://www.invernessleisure.com/>.

³ See: <http://www.invernessleisure.com/the-green-team.asp> for further details.

- Promote and publicize the value of green agenda, local walks, parks, wildlife etc. via our quarterly newsletter;
- Develop guidelines for planning and development of existing and new objectives that are relevant to the facility, and;
- Influence the policy, agenda and actions of Staff as well as Customer.

Inverness Leisure has already implemented a number of measures including introducing low energy bulbs across the site, using 80% recycled paper, recycling plastic, cans, paper, glass and cardboard as well as producing 100% of the electricity used to power the Bught Park site and achieving significant CO₂ savings. Inverness Leisure was also awarded the Green Tourism Business Scheme Gold Award.⁴

Travel Plan Assistance

In December 2010 Highland Council successfully applied to the Energy Saving Trust, on behalf of Inverness Leisure, for a grant for the provision of site specific travel planning advice for Inverness Leisure. Inverness Leisure is keen to develop a Travel Plan for the Inverness Leisure facilities located on Bught Lane in Inverness to promote safe, healthy and sustainable travel patterns. Inverness Leisure also wishes to minimise the overall environmental impact of travel to and from the site and reduce CO₂ emissions.

Following an inception meeting on the 12th January 2011 a proposal for the use of the consultancy time allocated by the Energy Saving Trust was agreed. The proposal outlined a process designed to assist in developing a Travel Plan Report for Inverness Leisure.

Key aims for this project were to:

- Support and add value to existing work being carried out by Inverness Leisure;
- Prepare a Travel Plan Report for Inverness Leisure, and;
- Prepare recommendations and action plans that will help to guide implementation.

The key contact at Inverness Leisure for this project is Ivana Curuvija Operations Clerical Support and the Inverness Leisure Green Team who have responsibility for promoting and managing the implementation of this project.

1.3 Structure of this Document

This report represents the output of the site audit and staff travel survey that were carried out through the Energy Saving Trust grant scheme. The remainder of the report is structured as follows:

- Section 2 outlines the programme of work for this project;
- Section 3 gives an appraisal of existing conditions at Inverness Leisure;
- Section 4 provides a summary of staff travel survey results;
- Section 5 identifies a number of possible Travel Plan targets;
- Section 6 outlines a number of key recommendations for action and;
- Appendix 1 provides links to some useful national programmes.

⁴ See: http://www.green-business.co.uk/Destination_Detail.asp?GTBSWebID=00811 for further details.

2 Programme of Work

The following table provides a breakdown of Energy Saving Trust consultancy assistance available and how Eastwood Consulting used the available consultancy time to assist Inverness Leisure.

Table 1 - Breakdown of Consultancy Time

TASK	DESCRIPTION	OUTPUT	TIME	WHO
Inception meeting	Inception meeting, proposal discussed and agreed.	Proposal approved and project plan agreed.	-	Eastwood Consulting
Site Audit	Site visit and review of site, including parking, pedestrian, cycling and public transport access as well as existing on-site facilities and policies.	Site audit completed for use in Travel Plan Report.	1 ¾ days	Eastwood Consulting / Inverness Leisure
Staff Travel Survey	Design, conduct and carry out analysis of a web-based staff and visitor travel survey. Promoted by Inverness Leisure to encourage completion, with data entry of paper-based surveys carried out completed by Highland Council and/or Inverness Leisure.	Information about current travel patterns and preferences analysed for use in Travel Plan Report.	2 days	Eastwood Consulting / Inverness Leisure
Develop Travel Plan Report	Recommendations for each Travel Plan Report based on work carried.	Draft Travel Plan Report and proposed action plan.	1 day	Eastwood Consulting
Provision of feedback	Inverness Leisure review draft report and provide feedback as required.	As required, feedback provided on the content of the draft report.	As required	Inverness Leisure
Finalise Travel Plan Report	Finalise Travel Plan Report based on feedback from Inverness Leisure and Energy Saving Trust requirements.	Final report.	¼ day	Eastwood Consulting
TOTAL:			5 days	

3 Appraisal of Existing Conditions

3.1 Site Location and Facilities

Figure 3 below shows the location of Inverness Leisure on Bught Lane, Inverness relative to the centre of Inverness, Inverness Rail Station and the key roads that form the local transport network in Inverness.

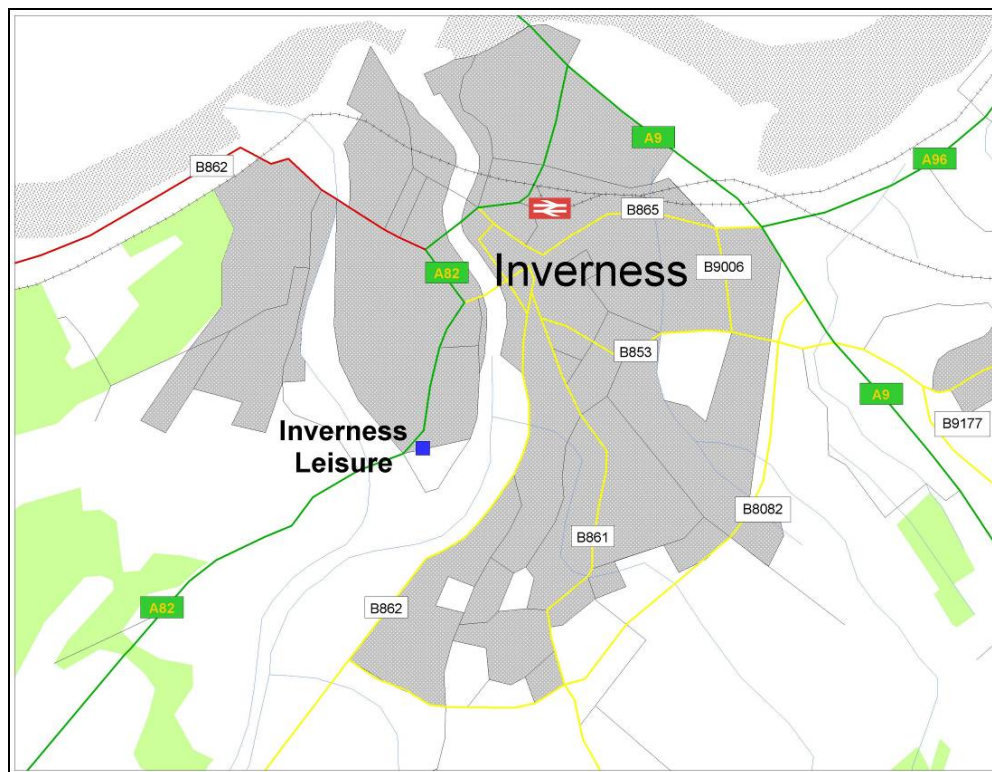


Figure 3 – The Inverness Leisure site location within Inverness.

As can be seen from Figure 3 above, Inverness Leisure is located just off the A82 / Glenurquhart Road on the southern edge of Inverness on the west side of the River Ness. Inverness Leisure is located approximately 1.4 miles, or around 28 minutes walk (4 minutes by car) from the centre of Inverness.

The site consists of a Sports Centre formed of a 'dryside' constructed in 1992 and a 'wetside' constructed in 1997. The Queens Park Athletics Stadium is located next to the Sports Centre, forms part of the site and includes an admin block and stand. Approximately 141 full time and part time Inverness Leisure employees are based at the Bught Lane site and on average the site sees approximately 812,717 visitors annually. Staff tend to remain on site for work, only a small number of staff (senior management) travel off site for work and only do so occasionally.

Coaching Highland also has presence on the site and makes use of a hut located close to the Queens Park Athletic Stadium.⁵

⁵ See: <http://www.coachinghighland.co.uk/> for further details.

3.2 Access to Inverness Leisure

Access to Inverness Leisure can be on foot, by bicycle, bus, rail and car, or by a combination of these modes or transport.

Access for Pedestrians and Cyclists

As illustrated above, Inverness Leisure is located just off the A82 / Glenurquhart Road on the southern edge of Inverness on the west side of the River Ness. Figure 4 below illustrates the location of Inverness Leisure within Inverness and includes a 1 Mile buffer illustrating the proximity of Inverness. Most able bodied adults can comfortably walk 1 Mile and Figure 4 shows that Inverness Leisure is within 15-20 minutes' walk of large parts of south and western Inverness.

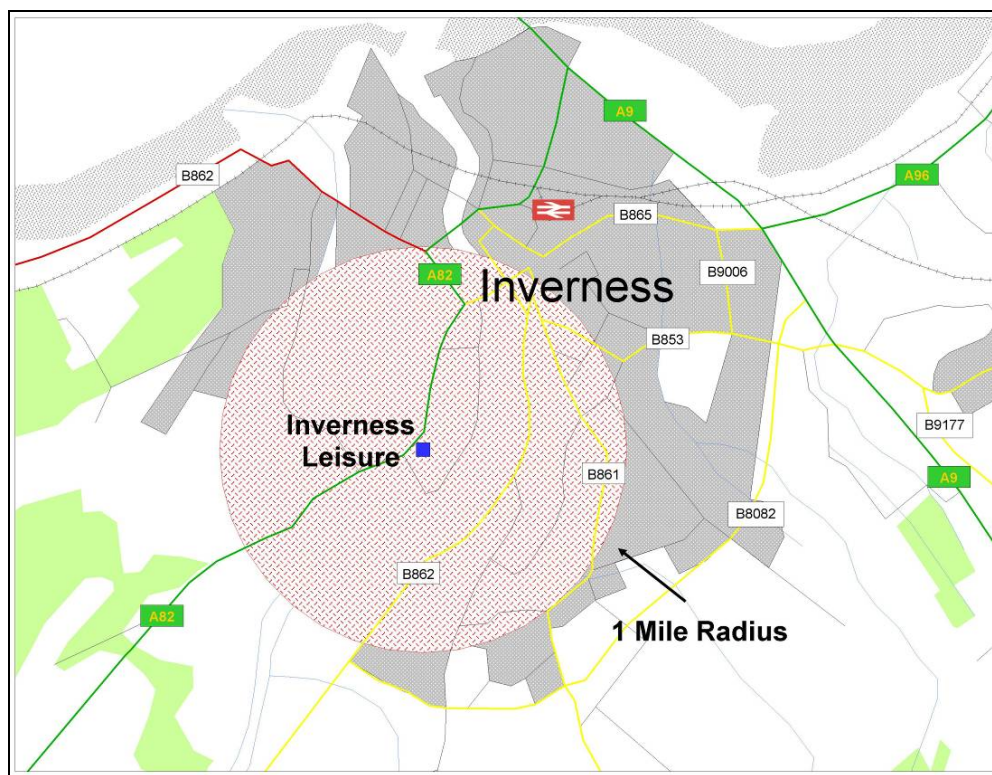


Figure 4 – The Inverness Leisure site location with 1 Mile Buffer.

Inverness Leisure can be accessed by a number of local on and off road, paved and unpaved, pedestrian and cycle routes and entrances around the Bught Lane site each of which are looked at in turn below. From the centre of Inverness the main routes to access Inverness Leisure are pedestrian routes following the A82 / Glenurquhart Road or Ness Walk and Bught Road following the route of the River Ness.

Access to Inverness Leisure from Glenurquhart Road can be via Bught Drive, Bught Avenue and Bught Lane from the north of the site or a pedestrian route adjacent to Bught Road to the south of the site. An off-road pedestrian route provides access to Inverness Leisure from off Glenurquhart Road following the route of Bught Road on to Inverness Leisure car park (see Figure 5 and Figure 6

below). This route lacks lighting and all-weather surfacing and is likely to be muddy during periods of inclement weather.



Figure 5 – A pedestrian route adjacent to Bught Road providing access from Glenurquhart Road.



Figure 6 – Pedestrian route on to the car park from off Glenurquhart Road.

Alternatively Inverness Leisure can be accessed via Bught Drive, Bught Avenue and Bught Lane which form a semicircle to the east of the site and connect with Glenurquhart Road to the north and Bught Road to the south (see Figure 7 and Figure 8 below). This route is well lit surfaced and provides access via pedestrian footways adjacent to the carriageway for pedestrians or on road access for cyclists. Not all footways feature drop curbs but are otherwise well surfaced and generally easy to navigate.



Figure 7 – The junction with Glenurquhart Road and Bught Drive leading to Inverness Leisure.

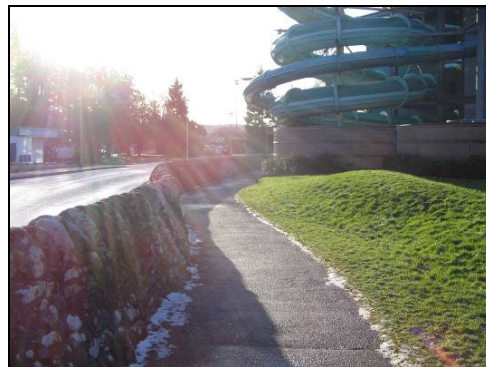


Figure 8 – Pedestrian provision on Bught Lane leading to the main site entrance.

Access to Inverness Leisure via Ness Walk and Bught Road can be via pedestrian footway following these two roads and the River Ness or via a number of pedestrian routes and footbridges following the route of the River Ness and connecting islands within the Ness with Bught Road on the west bank of the river and the B962 / Island Bank Road on the east bank. Pedestrians and cyclists following this route can then access the site via Bught Avenue (see Figure 9 below) or follow Bught Road and access the site via Bught Lane.

This route is well lit and surfaced along most of Ness Walk and Bught Road up to the junction with Bught Avenue (Figure 9 below); beyond this junction, sections of Bught Road lack pedestrian provision. Some pedestrian routes connecting

islands within the River Ness lack lighting and all weather surfacing but there is a surfaced route linking Bught Road and Island Bank Road across the Ness providing access for pedestrians and cyclists from the east side of Inverness (see Figure 10 below).



Figure 9 – Bught Avenue close to the junction with Bught Road and signage for Inverness Leisure.



Figure 10 – A pedestrian foot bridge forming part of a pedestrian route across the River Ness close to Inverness Leisure.

On the Inverness Leisure site pedestrians are generally segregated from vehicle traffic and roads around the site and through the site car park which features formalised crossings (see Figure 11 and Figure 12 below).



Figure 11 – Pedestrian provision at the Inverness Leisure site.



Figure 12 – Pedestrian provision across the Inverness Leisure car park.

Inverness Leisure has 2 key site entrances, a main visitor entrance to the front of the site and a staff entrance to the rear of the site. The main entrance to Inverness Leisure is located between the *wetside* and *dryside* of the site and features Disability Discrimination Act 1995 (DDA) compliant ramped access (see Figure 13 below). This entrance features a map highlighting local walking and cycling routes, bus stops and car parking, as well as local features of interest (see Figure 14 below). A staff entrance located to the rear of the *wetside* of the site provides staff access to the site.



Figure 13 – Sloped access up to the main entrance.



Figure 14 – Travel information map at the main entrance.

Cycle parking at Inverness Leisure consists of 30 uncovered cycle parking spaces (15 Sheffield Stands and 15 front wheel clamp style parking spaces) located to the front of the *dryside* of the site close to the main entrance (see Figure 15 below). This cycle parking is not visible from within the leisure centre but is covered by CCTV. There is no formal staff cycle parking at Inverness Leisure but staff leave bikes close to the staff entrance to the rear of the site, securing them to a wooden storage container (see Figure 16 below).



Figure 15 – Visitor cycle parking at the front of Inverness Leisure located close to the main entrance.

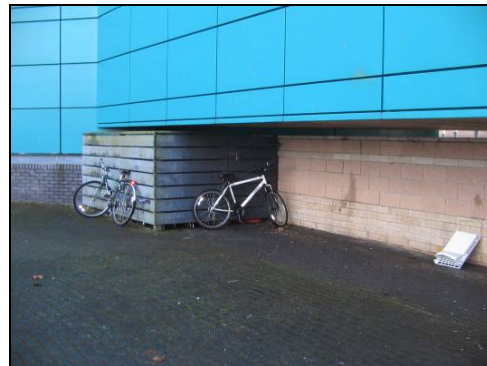


Figure 16 – Informal staff cycle parking to the rear of Inverness Leisure.

Sheffield Stands offer the best form of open air cycle parking in terms of security as both the wheels and the frame of a bike can be secured with a bike lock. Wheel-clamp cycle parking is not recommended as it only allows the front wheel to be secured and can damage the front wheels of bicycles by bending wheel spokes. Where ever possible cycle parking should consist of covered Sheffield Stands (or similar) to protect bicycles from the elements and ensure they can be properly secured to cycle parking fittings.

The provision of secure covered cycle parking spaces plays a key role in encouraging visitors and staff to cycling to and from Inverness Leisure. It is understood that covered cycle parking spaces have been requested by staff and customers on a number of occasions. The lack of adequate (i.e. secure and covered) cycle parking facilities is a significant barrier to cycling to and from the Inverness Leisure and the Trust should investigate options for installing

appropriate staff and visitor cycle parking close to the main entrance and staff entrances to the building.

Given that Inverness Leisure is a leisure centre, the site has ample secure space for the storage of clothing, footwear and cycle safety equipment such as helmets and high visibility vests. There are also ample shower and changing facilities for both staff and visitors.

Bus Access

Key issue highlighted by staff during the site audit was the lack of public transport provision to Inverness Leisure. Stagecoach in Inverness previously operated a service which stopped at the site but this service was withdrawn, despite approaches to the bus company from the management at Inverness Leisure, a serious concern for a site that provides an important facility for the local community and sees 812,717 visitors annually.

Nearest bus stops to Inverness Leisure currently served by public transport are located around 6-8 minutes' walk from the site on Glenurquhart Road. Each stop features a shelter but no timetable information (see Figure 17 and Figure 18 below). Bus passengers using the stop on the far side of Glenurquhart Road (Figure 18 below) are required to cross a busy A-road with no formal crossing point nearby and this is likely to pose be a barrier to a proportion of potential bus users.



Figure 17 – Bus stop for buses heading away from Inverness city centre.



Figure 18 – Bus stop for buses heading towards Inverness city centre.

The services stopping at the bus stops on Glenurquhart Road are identified in Table 2 below.

Table 2 – Bus Services Serving the Glenurquhart Road Bus Stops.

SERVICE	ROUTE	FREQUENCY	OPERATOR
3	Culloden - Kinmylies	Every 20 minutes	Stagecoach in Inverness
17	Inverness - Tomich	5 a day	Stagecoach in Inverness
17A, 19, 19B, 19C and 919	Inverness - Fort William	8 a day	Scottish Citylink and Stagecoach Bluebird

The 3 service operated by Stagecoach in Inverness is the main service operating between Inverness city centre and close to Inverness Leisure and has an average frequency of around 20 minutes. As highlighted earlier, Inverness Leisure is located approximately 1.4 miles, or around 28 minutes walk (4 minutes by car and 6 minutes by bus) from the centre of Inverness and bus services arriving and departing Inverness city centre and other parts of Inverness.

For further details and more detailed bus timetable information see:

- Stagecoach Scotland: <http://www.stagecoachbus.com/highlands/>, and;
- Scottish City Link: <http://www.citylink.co.uk/>.

Rail Access

Inverness Railway Station is located in the centre of Inverness and provides services that link Inverness to settlements throughout the Highlands and other parts of Scotland and the UK. First Scotrail operates 4 railway lines from Inverness Railway Station:

- South to Edinburgh and Glasgow and settlements between;
- East to Aberdeen via Nairn, Elgin and other settlements in the north east of Scotland;
- West to Kyle of Lochalsh and settlements between, and;
- North to Wick and settlements between.

Inverness is also connected to London by the Caledonian Sleeper, which operates six days a week, and by the East Coast 'Highland Chieftain' which operates seven days a week. Information on rail services operating to and from Inverness is available at:

- First ScotRail: <http://www.firstgroup.com/scotrail/>
- East Coast: <http://www.eastcoast.co.uk/>
- National Rail Enquiries: <http://www.nationalrail.co.uk/>

Inverness Railway Station is staffed for all trains, with level access to the ticket office from the street and level access to all platforms. It has public and disabled toilet facilities and there is a wheelchair and ramp available with prior notice. The station has two Pay and Display car parks. One is within the station and has 48 spaces, including 3 disabled spaces, and the second in Station Square has 9 spaces that are restricted to 2 hours stay. There are also 12 cycle racks and 4 cycle lockers.⁶

Vehicle Access and Car Park Provision

As identified earlier in this report, Inverness Leisure is located just off the A82 / Glenurquhart Road on the southern edge of Inverness on the west side of the River Ness.

- The A82 runs through Inverness and connects with the A9 and the A862 and runs south and west down Loch Ness and Loch Lochy to settlements such as Spean Bridge and Fort William and eventually south to Glasgow.

⁶ Source: <http://www.scotrail.co.uk/scotrail/travelinfo/station-info-i.html>

- The A9 runs through the eastern edge of Inverness south to settlements in the Highlands such as Carrbridge, Aviemore and Kingussie and eventually to Stirling. The A9 runs north to Thurso linking settlements to the north of Inverness such as Alness, Invergordon and Tain.
- The A96 links Inverness to town to the east such as Nairn, Forres and Elgin and through the north east of Scotland to Aberdeen.
- The A862 runs to the west out of Inverness linking settlements in the Highlands to the west of Inverness to the city.

From the centre of Inverness the main routes to access Inverness Leisure are routes following the A82 / Glenurquhart Road or Ness Walk and Bught Road following the route of the River Ness and via these routes to Bught Lane (see Figure 17 below and see Page 9 for further details).



Figure 17 – The roundabout on Bught Lane in front of Inverness Leisure.



Figure 18 – Car park provision at Inverness Leisure.



Figure 19 – The roundabout on Bught Lane in front of Inverness Leisure.

Car parking provision at Inverness Leisure consists of a customer car park to the front of the site and a staff car park to the rear of the site. Customer car parking provision consists of 204 spaces including 8 disabled spaces and 28 parent and toddler spaces (see Figure 18 above and Figure 19 left). Staff car parking consists of 8 car parking spaces for staff located on a turning circle to the rear of the site (see Figure 20 below) and a further 8 spaces located on the access road leading off Bught Avenue to the rear of the site (see Figure 21 below).

Discussions with staff during the site audit suggested that staff and customers do not need to park off site and that onsite parking provision is adequate to cater for demand. However, use of the access road leading off Bught Avenue to the rear of

the site as a car park may block access for service vehicles and should be reviewed.



Figure 19 – Staff car parking on a turning circle to the rear of the site.



Figure 20 – Staff car parking on the access road leading off Bught Avenue to the rear of the site

3.3 Travel Information and Journey Planning

A key element in managing travel to and from Inverness Leisure is making staff and visitors aware of the travel options available to them. Providing accurate travel information and highlighting alternative travel options can help increase number of staff and visitors travelling to and from the site walking, cycling, travelling by bus or sharing lifts.

Walking and Cycling

The proximity of Inverness Leisure to Inverness means it is easily accessible on foot and by bicycle from a large part of Inverness, though it is understood that not everyone will be able to access the site on foot or by bike.

Providing information highlighting the ease with which Inverness Leisure can be accessed on foot and by bicycle, highlighting local walking and cycling routes and identifying the health benefits of active travel can all help encourage both staff and visitors to walk and cycle.

Public Transport

Public transport provision in more rural areas is often limited compared to the provision in more densely populated urban areas. At the same time, it is common for people who do not often use public transport to underestimate its availability and the quality of the service.

It is important that the public transport options available and the proximity of local bus stops to the Inverness Leisure are highlighted. Up-to-date copies public transport timetables and route maps should continue to be available at reception and in the cafe.

Information on the full range of public transport services available can be found by using the free journey planning services offered by Traveline Scotland: <http://www.travelinescotland.com/> or Transport Direct: <http://www.transportdirect.info>. Each of these websites allow users to plan any

public transport journey within Scotland and from Scotland to the rest of the UK, and they provide up to date and impartial information on how to get to a chosen destination by the quickest public transport mode. The Traveline service is also available by phoning: **0871 200 22 33** and Transport Direct allows users to plan car journeys as well as public transport journeys, or journeys comprising both.

Inverness Leisure should incorporate the Transport Direct 'page landing' service on its website. This is a free customisable journey plan allowing visitors to use the Transport Direct journey planner to identify the most convenient way to access the Inverness Leisure, with journey directions and maps opening in a new window. For further information go to:

<http://www.transportdirect.info/web2/Tools/BusinessLinks.aspx>. This may be particularly useful in providing customised travel information to visitors travelling from out with the Inverness area.

Lift Sharing

With limited public transport options available, lift sharing may provide a convenient and cost effective option for members of staff and customers travelling to and from Inverness Leisure. It is not uncommon for staff to make informal lift sharing arrangements with friends and colleagues and this should be actively supported.

Travelling with someone else is a great way to save money, time and reduce stress. It can also reduce the number of cars on the road, levels of congestion and the impact on the environment. The regional transport partnership HITRANS has set up a free scheme to help people in the Highlands to lift share. <http://ifyoucareshare.com/> has been created to help people travelling by car in the Highlands to quickly and easily find someone to share a specific journey. Staff at Inverness Leisure should be actively encouraged to sign up to ifyoucareshare.com and be made aware of the benefits of lift sharing.

Promoting both formal and informal lift sharing arrangements can reduce demand for car parking spaces as well improve overall site accessibility.

Produce a 'How to Get to' Map

Inverness Leisure already produces a map highlighting accessibility of the site (see Figure 21 right) and includes this on leaflets and its website (see: <http://www.invernessleisure.com/find-us.asp>). Inverness Leisure should look at updating this map to include information about walking, cycling and public transport as well as vehicular access and parking provision (in that order). These directions can be included in leaflets and on the website to help customers plan their journeys to and from Inverness Leisure.

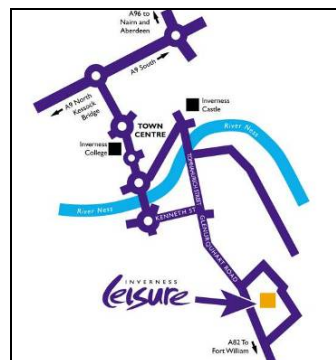


Figure 21 – The direction map from the Inverness Leisure website and leaflets.

4 Staff Travel Survey

4.1 Introduction

An online travel survey of Inverness Leisure staff was conducted in March 2011. The survey received a total of 70 responses from a possible total of 141: a response rate of just less than 50%. A short summary of key survey results are presented in the following sections.

4.2 Journey to work

Figure 22 below illustrates survey respondents reported distance travelled to work. Just over half of all respondents (52%) reported travelling up to 3 miles to and from work. The remainder reported travelling greater distances and many reported travelling much greater distances. It is worth noting that most adults can comfortably walk between 1-2 miles and can comfortably cycle distances of up to 4 miles – many may be comfortable cycling much further.

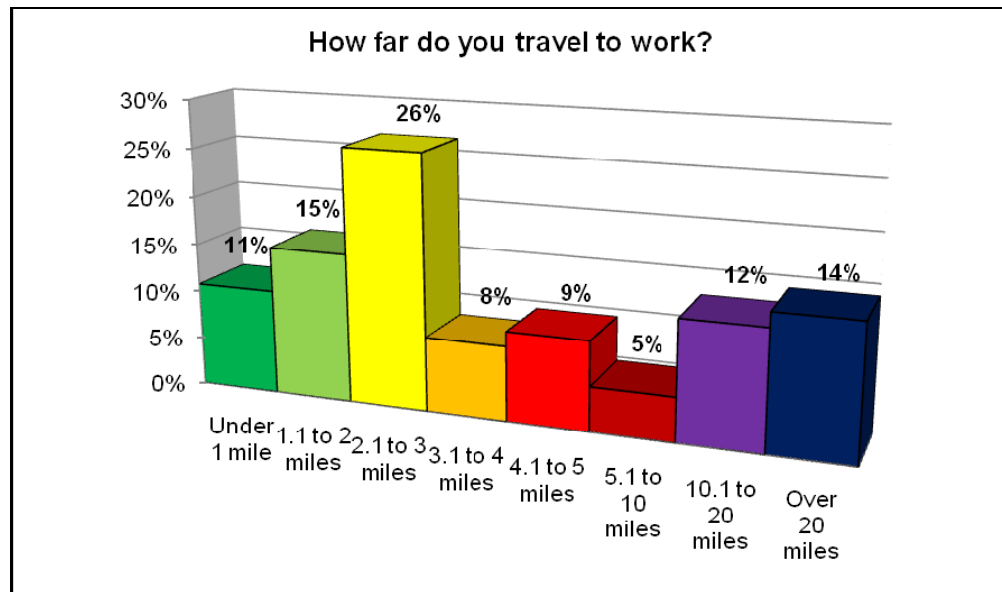


Figure 22 – Distance travelled to work.

When asked about their main mode of transport to and from work (Figure 23 below), the majority of survey respondents (59%) reported travelling by car and most of those respondents (54%) travel by car alone.

28% of respondents walk or cycle to and from work but, with just less than 52% of respondents travelling up to 3 miles to and from work, there is a potential for a greater proportion to walk or cycle to and from work.

Consultation with staff at the Inverness Leisure suggested that only a small proportion of staff travel to and from work using public transport due to the lack of a direct route and this is largely held out by the results of the travel survey with 11% of respondents reporting that they travelling to and from work by bus.

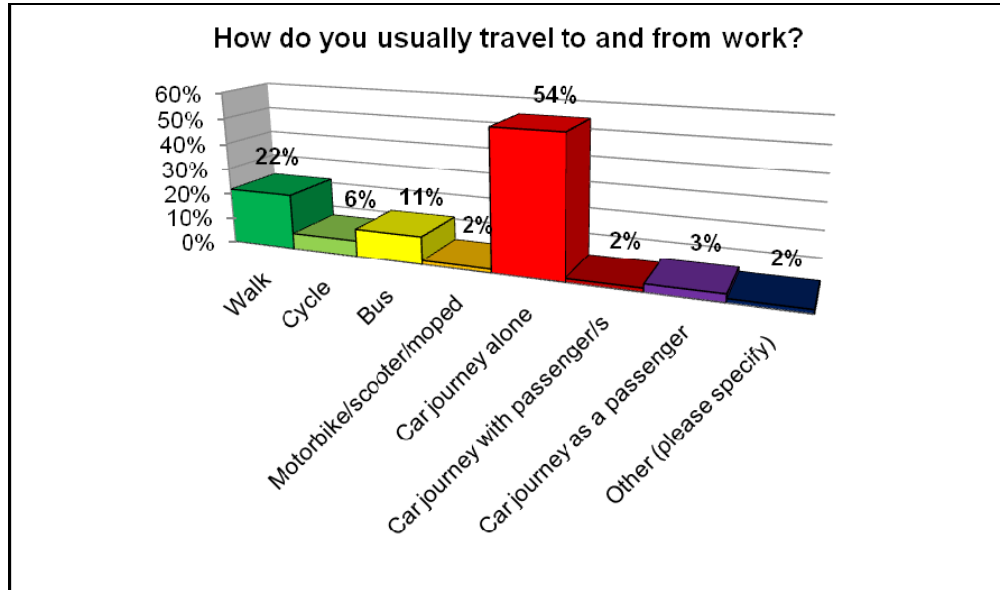


Figure 23 – Mode of travel to and from work.

When asked if they occasionally travel by an alternative mode of transport (see Figure 24 below), 48% of respondents reported always travelling to and from work the same way and, of the multiple choice options available, 23% reported occasionally walking, 11% cycling and 11% occasionally travelling by bus. 14% also reported occasionally sharing car journeys. This suggests that there may be opportunities to encouraging walking, cycling, public transport and lift sharing more often than they currently do.

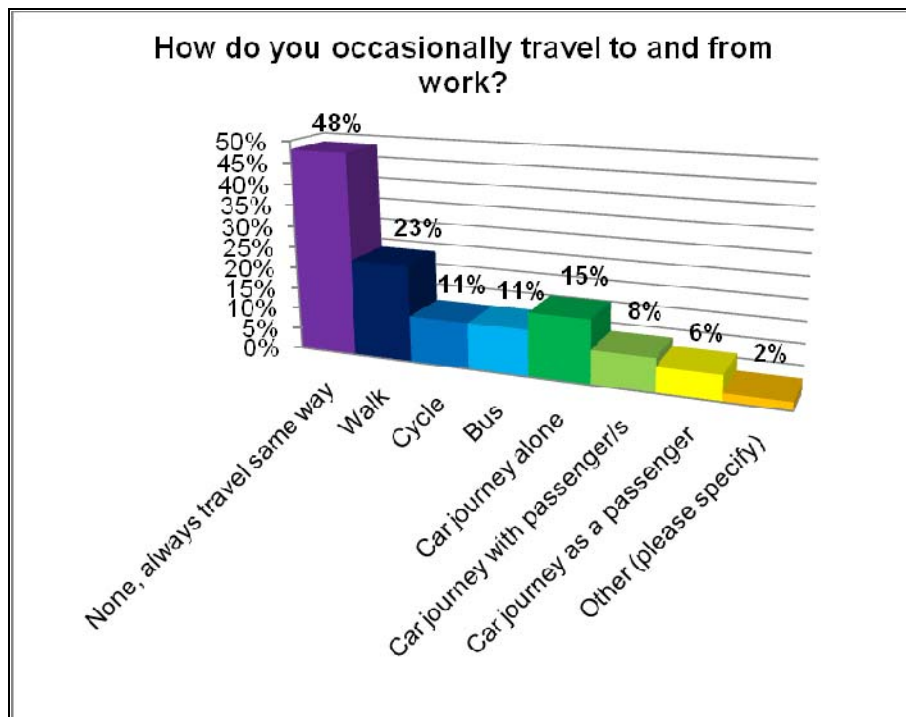


Figure 24 – Occasional Mode of travel to and from work.

4.3 Supporting and Encouraging More Sustainable Travel Choices

Staff Travel Survey respondents were asked if there was any key areas that would improve their commute to and from work. The most popular responses were: *I would like my journey to be less expensive* (with 49%); *I would like my journey to be quicker* (with 30%). This highlights some of the key factors that could be used to encourage staff to travel to and from work by more sustainable modes of travel. For example: highlighting the financial savings of sharing lifts or walking and cycling.

Respondents were asked to identify what kind of measures might help support and encourage them in making more use of walking, cycling and public transport for their journeys to and from work. Table 3 below summarises the most popular positive responses from the options available.

Table 3 – Measures to support more sustainable travel

MODE	MEASURE
Walking and Cycling	<ul style="list-style-type: none"> Improved footpaths/cycle paths to work: 29% Provision of cycle storage facilities such as covered cycle racks and cycle lockers: 26% Information on safe walking/cycle routes to work: 22% A bicycle user group to support cyclists: 21%
Public transport	<ul style="list-style-type: none"> A more frequent public transport service to workplace: 36% Subsidised transport or cheaper fares: 35% A more direct route to work: 35% A more reliable public transport service to work place: 33%
Lift sharing	<ul style="list-style-type: none"> If I could find someone with similar work patterns: 51% If I could find someone on my route to work: 42% A guaranteed ride home in an emergency: 20%

The responses in Table 3 highlight some of the possible measures that are likely to encourage walking, cycling, public transport and lift sharing as part of the commute to and from Inverness Leisure. For example: Providing information on walking and cycling routes to work, promoting the use of weekly and monthly bus tickets which can offer significant savings on single and period return tickets and encouraging staff to register with ifyoucareshare.com to identify potential lift sharing partners for the commute to and from work.

4.4 Survey Comments

Staff travel survey respondents were asked to provide comments or suggestions on ways to improve travel to and from the Inverness Leisure, these are provided below.

- I do not live far enough away to travel by transport, however realise the bus service to Inverness Leisure has been discontinued, making it inconvenient for users with small children with no other form of transport.
- Buses that suit my early/late shift pattern.
- It's very inconvenient for me to walk cycle or take public transport as I work unsociable hours starting at 05.30am and finishing 22.30pm.
- Buses to work @ 0500 from work @ 1415 for early shift. To work @ 1315 from work @2245 for late shift. Aviemore to/from Inverness.
- Cycle to work scheme to encourage and help get a bike.

- Bus times keep being changed.
- Buses after 6pm will only be every hour so have to wait for an hour if you missed it.
- Not much lighting in early morning when cycling/walking through the islands on Island Bank Road.

5 Possible Travel Plan Targets

5.1 Travel Plan Targets

This section identifies a proposed set of objectives, targets, indicators and measures for Inverness Leisure. It is recommended that Inverness Leisure staff discuss and agree a set of Travel Plan targets similar to those outlined in Table 4 below.

Table 4 – Possible Objectives, Targets, Indicators and Measures.

Objectives	Targets	Indicators	Measures
Increase the proportion of staff and visitors walking and cycling to and from Inverness Leisure	Increase the proportion walking and cycling by 5% within 24 months	The number of staff and visitors walking and cycling	Local and onsite pedestrian provision, and cycle parking, shower / changing facilities and storage for cycle safety equipment and wet weather clothing
		Utilisation of cycle parking facilities at Inverness Leisure	
Increase the proportion of staff and visitors travelling to and from Inverness Leisure by public transport	Increase the proportion travelling by public transport by 2% within 24 months	The number of staff and visitors travelling by public transport	Provision of public transport information including copies of timetables and route maps at site reception as well information on website and intranet. Improvements to local bus services.
Increase the proportion of staff and visitors lift sharing to and from Inverness Leisure	Increase the proportion of staff, parents and visitors lift sharing by 5% within 24 months	The number of staff and visitors lift sharing	Provision of information on the benefits of lift sharing and promotion of a free public schemes
		Number of staff signing up to a lift share scheme	
Ensure high levels of awareness of the sustainable transport options available to access Inverness Leisure	Measure awareness of sustainable transport options within 24 months using results of subsequent staff travel survey	Awareness of walking, cycling, public transport and lift sharing options and onsite provision such as appropriate	Provision of information on walking, cycling, public transport and lift sharing options to staff and visitors

6 Recommendations

In this section we draw on information presented in earlier sections and translate key points into recommendations for action. The recommendations presented have been drawn up with particular reference to the aims for this project, specifically to:

- Support and add value to existing work being carried out by Inverness Leisure;
- Prepare a travel plan report for Inverness Leisure, and;
- Prepare recommendations and action plans that will help to guide implementation.

Table 5 –Recommendations

KEY POINTS	RECOMMENDED ACTION	OUTPUT	TIMING	EST. COST	WHO	PRIORITY
Develop a programme of targets, monitoring and review	<p>Agree targets for implementation of Travel Plan. This should include SMART⁷ targets such as those identified on page 21 of this report. Targets should compliment and contribute to wider Inverness Leisure sustainability targets such as the carbon management and reduction.</p> <p>Monitor progress against targets. Monitoring should consist of a staff travel survey every 2 years. Review and refine the travel plan every 2 years based upon performance against targets and change is travel arrangements.</p>	<p>SMART Travel Plan targets. Programme of monitoring and review.</p> <p>Targets will help in evaluating progress and in refining and developing the Travel Plan.</p> <p>Targets complement and contribute to wider sustainable travel programme targets in carbon management and reduction.</p>	Mid 2011.	Staff time.	Inverness Leisure Green Team	High

⁷ SMART: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound.

KEY POINTS	RECOMMENDED ACTION	OUTPUT	TIMING	EST. COST	WHO	PRIORITY
Provide staff and visitors with active travel information	<p>Providing staff and visitors with information on how to access the site by walking, cycling, public transport and lift sharing, or a combination of these modes (see Section 3.3 starting on Page 16 for further details).</p> <p>Information can be made available at reception, in leaflets and printed materials and on the Inverness Leisure website.</p>	<p>Active travel information available to staff and visitors.</p> <p>More staff and visitors are encouraged to walk, cycle and travel by public transport (or a combination of these modes) to Inverness Leisure.</p>	Mid 2011 onwards.	Staff time and cost of updating published material. Use of free freely available materials such as bus timetables, etc.	Inverness Leisure Green Team.	High
Promote benefits of sustainable travel	<p>Work with Highland Council Sustainable Development Co-ordinator to promote the benefits of active travel, public transport and lift sharing options to staff.</p> <p>Promotions can include: posters, participation in national sustainable travel weeks/events,⁸ intranet and newsletter articles, etc. Work with organisations such as HITRANS, Cycling Scotland, Living Streets, Sustrans and local transport operators to acquire free materials and minimise costs.</p>	<p>Regular promotions highlighting the benefits of different travel options.</p> <p>Staff are aware of the benefits of more sustainable travel and are encouraged to choose sustainable travel options.</p> <p>Improve awareness and uptake of existing travel planning measures.</p>	<p>At least one promotional activity per quarter.</p> <p>Active travel promotions should ideally be timed for spring and summer.</p>	Staff time. Cost of any promotional materials not freely available.	Inverness Leisure Green Team.	High

⁸ See Appendix 1 for useful links and further ideas.

KEY POINTS	RECOMMENDED ACTION	OUTPUT	TIMING	EST. COST	WHO	PRIORITY
Liaise with bus operator and other key stakeholders to improve public transport provision	Liaise with the Stagecoach in Inverness, neighbouring organisations and businesses and Highland Council to improve public transport provision to and from Inverness Leisure (see Page 13 for further details).	Constructive dialogue with Stagecoach in Inverness about the options for a bus service serving Inverness Leisure and other sites locally.	2011.	Staff time.	Inverness Leisure Green Team and senior management.	Medium
Improve cycle parking provision	Improve cycle parking provision at Inverness Leisure by providing secure, covered cycle parking spaces for staff and visitors (see Page 12 for further details).	Improved cycle parking provision encourages staff and visitors to cycle to and from Inverness Leisure.	2011.	Staff time and the cost of provision. Note that funding may be available from Highland Council and/or HITRANS.	Inverness Leisure Green Team and senior management.	Medium
Resurvey staff	Conduct a resurvey of staff at Inverness Leisure to ensure that staff modal split (the proportion of staff that usually travel to work by different modes) is recorded. This could be another online survey or simply a spot survey (recording how staff arrive to work for one week).	Accurate assessment of modal split at Inverness Leisure. Assist in maintaining a successful travel plan.	In 2013	Staff time + the cost of on-line survey software such as: www.surveymonkey.com .	Inverness Leisure Green Team	Low

Appendix 1 – Useful Links

Links to national programmes and initiatives that are supportive (e.g. in terms of provision of advice, information and other resources) of the goals of many of the recommendations put forward in this document:

- Energy Saving Trust: <http://www.energysavingtrust.org.uk/scotland/>
- Bike Week: www.bikeweek.org.uk
- Cycling Scotland: <http://www.cyclingscotland.org/>
- Healthy Working Lives: www.healthyworkinglives.com
- Paths to Health: www.pathsforall.org.uk/pathstohealth/
- National Liftshare Day: www.liftshare.com/business/nlsd.asp
- Road Safety Scotland: www.road-safety.org.uk
- Traffic Scotland: www.trafficscotland.org
- European Mobility Week: www.mobilityweek.eu
- Walking Works: www.walkingworks.org.uk
- Choose Another Way: www.chooseanotherway.com

Links to websites that provide a range of useful information:

- Travel Line Scotland – Public Transport Information: www.travelinescotland.com
- UK Public Transport Information: www.transportdirect.info
- Scotland's Sustainable Transport Alliance: www.transformscotland.org.uk
- UK Sustainable Transport Charity : www.sustrans.org.uk
- UK Environmental Transport Campaign: www.bettertransport.org.uk
- Sustainable Transport Advice: www.acttravelwise.org
- Highlands and Islands Transport Partnership: <http://www.hitrans.org.uk/>

Links to national and regional transport provider websites:

- Stagecoach: www.stagecoachbus.com
- Citylink: www.citylink.co.uk
- National Express: www.nationalexpress.com
- MegaBus: www.megabus.com
- First Scotrail website: www.firstgroup.com/scotrail