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# OUR COMMUTER CHAMPIONS

## Staff Travel Plan

Championing and improving our staff travel  
[www.glasgow.gov.uk/commuterchampions](http://www.glasgow.gov.uk/commuterchampions)



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## Introduction

Our existing Staff Travel Plan was developed in 2008 to help support and promote more sustainable commuting options to staff. The Plan also looked at how commuting options can promote better health and wellbeing, and highlighted how staff could reduce their carbon footprint and the environmental impact from individual car use.

This plan is now out of date and our new Glasgow Transport Strategy commits the Council to updating our approach, given the current climate emergency. It is critically important that we look to facilitate the reduction of the carbon impacts of council related travel, across both staff journeys to work and business travel.

We are the largest local authority in Scotland serving a population of around 620,000, and we have more than 20,000 employees based in many workplaces across the area.

Given the large number of employees, a travel plan is crucial to provide a focus for sustainable travel and to implement measures aimed at reducing private car use and the overall environmental impact of the Council's staff travel, whilst promoting better health and wellbeing for our staff. Regular updates to the Staff Travel Plan is also a key commitment from Glasgow City Council and have been set out within our Transport Strategy.

The new Staff Travel Plan considers various implications for staff when travelling to work. Whilst specific actions have not been targeted at each individual GCC staff location, the GCC family of employees are eligible for any universal travel benefits which are being taken forward as part of the new Staff Travel Plan.

Our new plan aims to highlight the importance of sustainable travel to meet the climate emergency, and to support staff to make a positive change with their travel choices. Every little change our staff make can contribute to the bigger picture and make a real difference – from improved personal health and wellbeing with more active travel, to reducing the impact travel has on the environment. By helping our staff to consider making changes, the Council family are playing our part in meeting the following commitments:

- Reducing car vehicle kilometres travelled in Glasgow by 30% by 2030 (Glasgow Transport Strategy, 2022)
- Achieving net zero carbon across the city of Glasgow by 2030 (Glasgow Climate Adaptation Plan 2022-2030).

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### What is a Travel Plan?

The new Staff Travel Plan is a package of practical measures put together to help manage travel needs, to promote more sustainable travel choices, and to reduce reliance on the private car - for both commuting and business travel.

The new Staff Travel Plan has been specifically tailored to encourage our staff to consider alternative and sustainable ways to make their journey to work, such as walking, cycling, using public transport and shared mobility options.

To help encourage these travel choices, we are looking to introduce improvements to office facilities, provide direct access to travel information and promote specific sustainable travel options that are available to our employees.

Our proposals are nested within existing Council policies, such as our principles of hybrid working and our commitments to facilitating work/life balance.

We recognise that our Staff Travel Plan can have a positive impact on the work that we do, the environment and, at the individual level, our physical and mental health..

Through our travel plan we aim to:

- provide our staff access to sustainable travel information, supporting our staff to make healthy and active travel choices
- where we can, we look to incentivise measures which enable more sustainable and promote environmentally responsible travel choices
- Provide guidance on how best to minimise travel costs.

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## Policy Fit

The Glasgow Transport Strategy (GTS) – Policy Framework 2022 notes specific commitments to reducing the need to travel and in particular, reducing the need to travel by car. Indeed, the GTS sets the ambitious target of reducing car vehicle kilometres by at least 30% by 2030. Complementing this policy is the Council's target for the city to achieve net zero carbon by 2030.

As noted within the Policy Framework, reducing the need to travel and in particular, reducing the need to travel by car, has multiple benefits:

- Reduced air quality and carbon impacts from travel by vehicles
- Less time spent on non-productive travel time
- More time to spend in vibrant, local places, with all the quality-of-life benefits this brings to us, our communities and local businesses.

The GTS includes a series of policies which have been designed around these outcomes, and of particular importance to the Staff Travel Plan is Policy 3:

**“Glasgow City Council continues to explore ways to reduce the carbon impacts of Council-related travel – the journey to work as well as business travel - including flexible working for its own workforce where practicable, along with hybrid models of working to reduce the need to travel to the office where reasonable.”**

A number of specific Actions have been identified which sit alongside this policy:

**Action 3.A:** “Deliver an updated Staff Travel/Mobility Plan for Council & ALEO staff by spring 2023. This should include promotion of active and sustainable travel choices for the journey to work as well as business travel, rationalisation of staff parking and include promoting homeworking and videoconferencing, localised hubs and more as part of a range of effective working practices in a post-COVID 19 world.”

**Action 3.B:** “Explore the feasibility of subsidised public transport for Council staff through a salary sacrifice scheme.”

**Action 3.C:** “Include cargo bikes and adapted cycles in the Council's cycle fleet to support more flexible use of cycling for work related travel.”

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Each of these Actions have been considered through the development of the Staff Travel Plan and while specific commitments to everything cannot yet be made, we have specific actions on staff departments to follow up and put measures in place if feasible, affordable and deliverable.

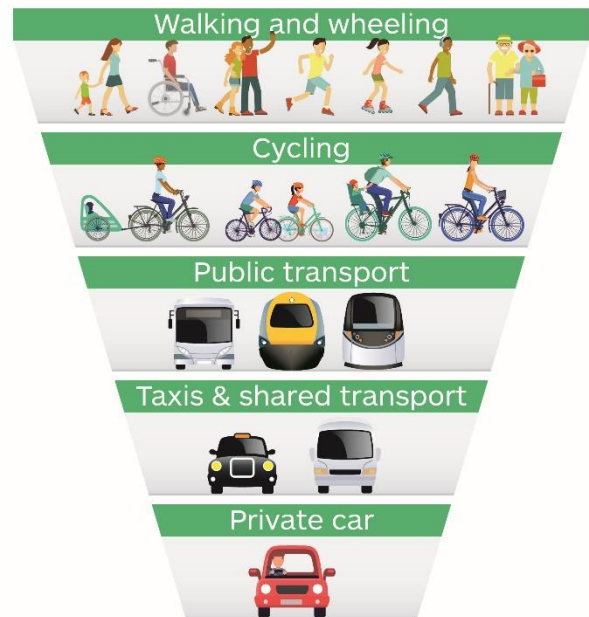
Importantly, to address the challenges and achieve the Staff Travel Plan Objectives, we have embedded the [Sustainable Travel Hierarchy from Scotland's National Transport Strategy](#) in decision making. The sustainable travel hierarchy promotes the lowest carbon travel modes of walking, wheeling, cycling, public transport and shared transport options, in preference to single occupancy private car use for the movement of people. Essentially, we are pursuing measures which encourage our staff to use these modes.

Importantly, our Staff Travel Plan recognises that there are a variety of reasons why staff will choose to travel to and from work using the mode they do. While these are decisions for individual members of staff to make to suit personal requirements, as part of the new Travel Plan we ask all staff to consider their mode choice with a simple pre-journey assessment.

The pre-journey assessment asks staff to considering the following questions before choosing to travel by car:

- Is the journey to work convenient by active travel (walking and cycling)?
- Are there options to make the journey by public transport (bus, rail, Subway)?
- Are shared travel arrangements an option?
- Is there parking available at the destination?
- How do costs of fuel and parking compare against the costs of using public transport?

### Prioritising Sustainable Transport



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## Objectives

A series of Objectives were defined to drive the development of the new Staff Travel Plan. Importantly, the objectives are nested within core National, Regional and Local transport planning objectives and take cognisance of key local policies to ensure an appropriate fit. The Staff Travel Plan has very much been developed to ensure Glasgow City Council and our staff play our role and lead by example. Our approach has therefore been guided by the following considerations:

- National, Regional and Local vehicle km reduction targets;
- Net zero carbon targets;
- National and local climate plan commitments;
- The emphasis of the Sustainable Transport Hierarchy on approaches to transport provision;
- The requirement to encourage sustainable mode choices including active travel;
- Consideration of business travel for Council employees; and
- The importance of the Council's grey fleet.

The Objectives of the Staff Travel Plan are as follows:

- *To play our role in targeting net zero carbon emissions by ensuring Glasgow City Council employees can travel to and from work and undertake their roles using more sustainable travel choices*
- *To raise staff awareness of travel options available and encourage increased take up of more sustainable and healthy travel options*
- *Adjust the council's own working practice and estate, ensuring Glasgow City Council staff play our role in targeting net zero carbon*
- *To reduce car vehicle kilometres travelled by Glasgow City Council on route to work or whilst at work*
- *Reducing employees need to travel to and from work and during the course of their duties by adopting flexible working arrangements and encouraging/adopting efficient route planning to optimise work miles travelled.*

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## Engagement and Survey

In order to develop the new Staff Travel Plan it is vitally important to canvas staff on their current travel patterns and choice of transport - when travelling to their work place and whilst at work. For the purposes of the exercise, a travel survey was developed and made available to staff over a six-week period. In order to maximise response rates, the survey was made available online and the option of requesting a paper version was available.

Staff input is imperative for the creation and development of our new Staff Travel Plan so that it can meet both the needs of our workforce and help towards our sustainable objectives - for both the council and our city.

The survey was distributed via a manager's briefing which was verbally communicated to all staff. It was also distributed via regular communications in internal staff newsletters, and it was displayed in the Connect Intranet digital banner. SMS messages were sent to staff who are not PC-facing. A QR code for online survey access was also displayed on screens in communal rooms at locations where staff may not have regular access to emails, e.g. depots. Reminders via SMS and email were sent at regular intervals.

In total, the survey received 1,373 responses; this is 9% of all GCC staff (excluding teaching and education support staff). Teachers and academic staff have not been included within the survey phase of the project due to site specific complexities across schools estates, where individual location characteristics could unduly influence reporting.

Survey responses have been used to shape our plan and help us identify alternative sustainable ways to commute. Our new plan therefore considers existing travel options and schemes, and looks at the feasibility of implementing new travel measures.

Each section of the Travel Plan has been guided by staff views. Where critical issues emerge, an action or series of actions have been developed to respond to each.

***“Staff need flexible public transport options for travel whilst at work. Bus only option is impractical and time consuming. Staff need to be able to choose the mode of transport most suitable for their work journey on any given day, i.e. bus, train, subway, walking, cycling, pool car.”***

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### Walking

Walking is the most natural physical activity that most of us can do. It is simple and convenient for those able, and can provide free year-round exercise that can be incorporated into our daily routines at our own pace. Whilst walking suits shorter journeys, its role in the city's transport system is critical: it forms the 'glue' that links people's homes to public transport and on to their end destination. Glasgow's Active Travel Strategy includes interventions to encourage our citizens to walk more often. It is therefore only correct that the Council, as a major employer look to provide that same encouragement to our staff.

While there are many benefits of walking including health, lifestyle and environmental benefits, there are a number of reasons why people may choose not to walk. These can include time taken, weather conditions, distance and safety. Clearly, GCC cannot influence distance or the weather, but we can look to put in place mitigations as far as possible.

**You told us:** *One in ten of our staff told us that facilities to dry out wet clothes would encourage them to walk to work (10%).*

### Our Action(s):

- *We are currently auditing facilities at all of our staff work locations and depots, and will put a plan in place around each location to provide improved washing and changing facilities as necessary for staff as part of the Travel Plan. A key consideration will include commitments to refreshing staff facilities when additional funding becomes available.*
- *We are resuming our programme of staff walking groups and will look to roll this programme out across our facilities as appropriate.*
- *We continue to work with our partners at ScotRail and SPT to ensure pedestrian facilities are appropriate around transport hubs, stops and interchanges, and that upgrades and enhancements are generally considered as part of wider placemaking opportunities.*
- *Through the City Network we are delivering safe Active Travel routes across the city.*
- *Importantly, we will provide key travel information for each of our major staff work locations, this will include information on walking routes, access to transport stops and major attractions.*

**“more facilities such as toilets or to wash up, better outdoor clothing, safer walking routes, places to heat up in the winter”**

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### Cycling

Cycling is an efficient form of transport. It is possible to cycle greater distances than walking using much less effort, e.g. someone cycling may use less than a third of the energy that they would use to briskly walk a similar distance. Through Glasgow's Active Travel Strategy and our City Network programme, we are promoting delivery of over 270km of safe, segregated cycling routes across the city. Through the introduction of our new infrastructure, successful cycle hire schemes and residential cycle parking schemes, we are seeing significant growth in numbers of people cycling. With investment continuing across the city, it is essential that we look to incentivise our staff to use this mode of travel (where appropriate) and play our role in reducing car vehicle km's.

We are aware that while cycling sounds an easy way to travel, there are key barriers to overcome including safety concerns, the ability to ride a bike, and purchasing and storing a bike.

**You told us:** 36% of our staff told us that they would consider cycling to work if safe cycle routes were provided. 18% of our staff aged 16-34 said that they would consider switching to cycling if they owned their own bike (18%), while 15% of those who currently use the Subway would consider cycling to work if there was access to a bike hire scheme.

### Our Action(s):

- Glasgow City Council have committed to rolling out the City Network – approximately 270km of segregated cycle routes across the city. Our [City Network Delivery Plan](#) has been adopted by the Council which sets out timelines for delivery.
- Our corporate HR department are looking to procure a new supplier for our Cycle to Work scheme. Feedback has been provided from the staff travel survey and an action has been taken to assess the appropriate financial award based on current costs of bicycles and the growing popularity of electric bikes.
- Through the Staff Travel Plan we are auditing facilities at our major employment sites and will develop a programme to introduce cycle parking facilities as and when budgets are identified. Similarly, the audit includes provisions on washing and changing facilities for cyclists with commitments to refresh staff facilities as and when additional funding becomes available.
- Importantly, we will provide key travel information for each of our major staff work locations, this will include information on safe cycling routes, access to transport stops and major attractions.
- We have committed to servicing the Council's cycle pool fleet, maximising numbers of bikes available.
- We are investigating the cost of including staff discounts on the 'Nextbike' City Wide Cycle Hire Scheme. It is recognised that this could entail a cost to the Council however if bidders include an indication of costs, a business case can be considered.
- As and when budgets allow, we will look to run a series of cycling promotion training courses which include bike maintenance sessions and learn to cycle sessions. These training courses will be part of our behaviour change programme. Budget has been secured for these courses in 2024/25

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*"I would like to see more facilities for cyclists in office locations - wet clothes areas, support for mechanical issues etc. Also the cycle to work scheme is great, but the upper limit is now too low. Prices have increased since this was introduced and I can no longer get the bike I need for my commute on the scheme."*

*"We need more segregated cycle paths to encourage people to cycle to work. I try to cycle whenever I can but I get very discouraged as the route I am taking is very car-dominated and dangerous."*

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### Public Transport

Public transport is critical to the operation of a successful city. Glasgow has a strong public transport system with extensive rail, bus and Subway networks. Public transport plays a crucial role in reducing travel by car, particularly for large volumes of single-occupancy car trips during peak travel to work hours. The Council does not own or operate public transport services, but we work closely with our partners at ScotRail, SPT and Bus Operators through the Glasgow Bus Partnership to ensure the City's public transport offering is fit for purpose and appealing to all users. Through our partnership working and commitments to Clyde Metro, we are committed to improving public transport services for all across the city. As part of these commitments, we need to ensure our staff feel able to use the system as often as possible.

**You told us:** *38% of our staff noted that incentives and staff discounts would make them consider switching to public transport.*

### Our Action(s):

- *We now have staff discount agreements in place with First Glasgow (20% discount). We are in discussions with other bus operators to establish similar agreements which will allow our staff discounted bus travel across Glasgow. We will continue to look to work with additional public transport operators to provide discounts on a variety of travel modes.*
- *In addition to committed agreements, on the basis of the results of the Staff Travel Survey, our HR department are now investigating the potential introduction of an interest free loan for public transport season tickets.*
- *We are developing an online Staff Travel microsite which will include links to any information and offers applicable from major public transport operators.*
- *Importantly, we will provide key travel information for each of our major staff work locations, this will include information on access to transport stops and service routings near staff locations.*

***“Availability of yearly bus passes would really bring the cost down for the employees”***

***“I recently found out ..... that Glasgow City Council have joined the First Bus Glasgow Commuter Travel Club, which offers discounted travel fares to those who sign up and purchase tickets via their website. I really appreciate this and I'm delighted to say I use the link (for the weeks it suits my hybrid work pattern etc) to purchase my bus ticket at a discounted rate and hope this will continue for a long time to come!”***

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### Car

The Council must respond to the sustainable travel hierarchy enshrined within national transport policy. To do this, we have to manage vehicle use in the city to ensure we support those walking, wheeling, cycling, using public transport, shared transport and taxis, within an overarching spatial framework which considers the role of routes in relation to movement and place. Indeed, the Council have committed to reducing private vehicle kilometres by 30% by 2030 across the city and it is only correct that as a major employer, we play our role.

Despite our commitments to sustainable travel, we fully recognise that the car has a major role to play in getting around and some people may rely on their car for some journeys.

**You told us:** *31% of our staff use designated staff parking facilities.*

**In terms of Car Sharing:** *One in six staff said that they would consider car sharing if they could share with someone they know (16%), whilst around one in ten said that they would consider it if there was a car sharing Journey Matching System (12%), if they could get a free guaranteed ride home in case of an emergency (12%), or if they had a preferential parking space (10%).*

### Our Action(s):

- *We will explore introducing a parking management plan for our facilities to ensure that those staff who require to travel to work in their vehicle, can continue to do so, if the Council decides to proceed with a Workplace Parking Licencing scheme.*
- *We will consider the availability of EV charging points as necessary and whether they can be made available to staff when not in use by our fleet vehicles. Fleet vehicles require all currently available charging points but as we deliver more chargers, the Council will monitor availability and consider the feasibility of making these available to staff – at cost.*
- *Our HR department are currently investigating the potential of introducing a salary sacrifice scheme which can be used for the purchase of electric vehicles. These investigations are at an early stage but we will consider the financial implications to Glasgow City Council and monitor the availability of current schemes and the potential benefits they could bring to our staff.*
- *Through the Council's [public EV Charging Infrastructure Expansion Plan & Strategy](#) we are working in collaboration with the Glasgow City Region to develop a concession approach to secure private sector investment in more residential and destination charging in the city over the coming years. While this will not be a key benefit directed at staff, staff will be able to access more charging facilities near their home as appropriate.*
- *Through our partnership work, our staff have access to [SPT's Journeyshare](#), where people can sign up to be matched with those making similar journeys, allowing the cost of driving to be split. We will look to publicise the availability of Journey Share to our staff and make information available on our new Staff Travel microsite.*

***“Electric Vehicles are too expensive.....I would like to move to an EV, but the cost prohibits it”***

***“Infrastructure provided at blocks of flats, my flats were built in 2019 and 2020 but have no provision so I can't have an EV vehicle.”***

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### Information Raising

The availability and quality of information is important in encouraging the use of public transport over use of the private car. Over the last 20 years, local authorities and public transport operators have taken significant steps forward in improving the quality and availability of public transport information. We recognise that our staff work across the city and may have to use multiple modes and operators, and we can support this by providing links to ensure our staff can access information and keep them updated as to new offers.

**You told us:** *It is clear from survey responses that not all of our staff are clear about the potential travel options to their place of work and any potential incentives which we have available.*

### Our Action(s):

- 1. In addition to the Staff Travel Plan, we will produce an online Staff Travel microsite - Commuter Champions - which provides all relevant information and links. This will include links for major transport operators and information on new products such as the Glasgow Tripper Card, as well as promoting Traveline Scotland.*
- 2. Within the Commuter Champions microsite, we will alert staff to the availability of any staff discounts we secure with operators which will act as an incentive to using public transport.*
- 3. We will produce a series of key travel information pages for our major depots and office locations. These will include details of nearby public transport routes, walking and cycling routes, staff parking information and any facilities for cycle parking, showering and changing.*

***“I don’t know where to get staff discount now”***

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### Business Travel

An effective business travel policy is a set of procedures agreed upon by an organisation on how employees can travel for business purposes, and includes a process to reclaim expenses occurred through the course of their in-work journeys. Provision of such a policy provides structure and transparency to employees on what is and is not appropriate – this is particularly important within the public sector environment where it is necessary for Glasgow City Council to demonstrate value to the taxpayer.

Through a review of various GCC staff policies it has become apparent the Council currently have a clear approach to how travel and accommodation is booked, with bespoke systems in place. There is however a lack of any clear policy guidance to steer decision-making on whether the physical journey is needed, and on the need to consider sustainability in travel choices.

The new business travel policy is being aligned with complementary GCC policies to ensure fit with our wider strategic approach. Through the development phase it has become clear that an updated Business Travel Policy will allow the Council to realise efficiency savings through existing processes and the availability of fleet vehicles.

*You told us: from a number of open comments received within the survey, it appears staff are making business travel choices based on ease of reimbursement procedures, rather than being guided by which mode is most appropriate to the journey being made*

### Our Action(s):

*We are currently developing a new Staff Business Travel Policy which includes the following key elements:*

- *A journey assessment tool to first understand if making the physical journey is required for the activity in question*
- *Links to the sustainable travel hierarchy helping employees select the most suitable mode of transport for that journey*
- *Guidance on how best to travel by foot, cycle or public transport*
- *Links to the Council's fleet vehicles*
- *Use of taxis*
- *Use of personal vehicles*
- *Guidance on flights and longer distance travel*

The new business travel policy is currently being developed by Financial Services and NRS as appropriate. An update will be provided as this becomes available.

***“If it was easier to be reimbursed for mileage claims when travelling by public transport then I would consider it. At the moment you need to document all your journeys, reach a threshold before you can reclaim the cost of a bus / travel ticket. You used to be able to submit your trans card receipt to claim it back.”***

***“The faff of claiming back on expenses for public transport use means I simply don't bother using public transport FOR WORK, despite it often being the best option.”***

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### Travel Plan Measures

Considering the work undertaken and evidence uncovered through the staff survey and discussions with key officers, the following Actions have been identified to be either further investigated or provided as soon as practicable. All are subject to resource availability.

Mode / Theme	Survey Evidence	Travel Plan Action	Status
Walk	One in ten staff said that facilities to dry out wet clothes would encourage them to walk to work (10%).	Establish programme of staff walking groups	In progress
		Audit and consider refresh of staff facilities at core locations	Further investment in facilities as funding allows
		Provide key travel information for each of our major staff work locations, this will include information on walking routes, access to transport stops and major attractions	Commuter Champions microsite launch early 2025
Cycle	The main intervention that would be most effective in making staff consider cycling to work was safe cycle routes, selected by over one in three respondents (36%)	Continued roll out of City Network	Ongoing
		Provide key travel information at each of our major staff work locations, this will include information on cycle parking facilities, showering/changing facilities and local cycling routes	Commuter Champions microsite launch early 2025
	Other interventions that more than one in twenty staff said it would make them consider cycling to work were segregated cycle routes (11%), better quality surfaces (11%), less traffic (9%), shower/changing rooms and lockers at work (9%), owning their own bike (8%), access to an electric bike (8%), safe and covered cycle parking (8%) and facilities to dry out wet outdoor clothes (6%)	Further increase cycle parking at GCC workplaces	Further investment in facilities as funding allows
		Consider refresh of staff facilities at core locations	
	Service the Council's cycle pool fleet, maximising the number of cycles available for staff use	In progress – pool bikes to be	

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			returned to fleet March 2025
	Just under one in five staff aged 16-34 said that they would consider switching to cycling if they owned their own bike (18%), while 15% of those who currently use the Subway would consider cycling to work if there was access to a bike hire scheme.	New Cycle to Work Scheme	Committed Summer 2025
		Explore potential for Staff Discount on City Cycle Hire Scheme	Currently being explored in tender exercise
		Cycle awareness and training sessions	Committed 24/25 and currently available to limited staff for testing purposes. Full roll out planned 2025
	One in five respondents would consider buying a pedal bike (20%), while another one in five would be interested in an electric bike (21%).	New Cycle to Work Scheme to be introduced in 2025 with commitments to explore increased purchase value	Committed summer 2025
Public Transport	Just under two in five respondents said that cheaper services (38%) and staff incentives (for example staff discounts) (37%), would make them consider switching to public transport. Use of incentives was more favoured by those aged 16-44 (45%).	Explore ability to provide Interest Free Season ticket loans for public transport services	Current work in progress
		Ticket discounts for First Glasgow available to all staff. In discussion with other major bus operators	First Committed and available – GCC in advanced discussion with other operators
	A quarter of staff said that more direct routes (25%) would make them consider switching	Continue to work with SPT and Bus Operators to influence public transport routes through the Glasgow City Region Bus Partnership, providing evidence as and where appropriate	Ongoing

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Car Share	One in six staff said that they would consider it if they could share with someone they know (16%), whilst around one in ten said that they would consider it if there was a car sharing Journey Matching System (12%)	Through the new Staff Travel microsite we will publicise the availability of the existing <a href="#">SPT Journeyshare</a> regional car sharing scheme to our staff and promote as appropriate	To be re-promoted early 2025 on Commuter Champions microsite
Electric Vehicles	A third of staff said that more charging points at the workplace would support them in switching to an electric/hybrid vehicle (34%).	Monitor availability of grey fleet chargepoints to allow consideration of staff use (at cost) as and when capacity allows – will require business case at appropriate time	Ongoing
	A quarter of those who left a comment said that EV/Hybrid vehicles are too expensive and a reduction in price would persuade them to consider buying one (26%), while 8% of comments left asked for financial help, discounts, or a salary sacrifice scheme. 7% said they would consider it if there was the ability to charge at their own home or in their local area.	Implement an Electric Vehicle salary sacrifice scheme	July 2025
Working Patterns	67% have hybrid arrangement	Continued commitment to hybrid policy for applicable staff	Ongoing
	23% mainly work in the office or council location		
	Staff who only commute to work once a week, are more likely to drive their car to work (39%), than those who commute twice (30%), or 3 times a week (35%)	Provide links to Public Transport Operator products such as flexible travel passes	Commuter Champions microsite to be launched early 2025
	10% commute to work 1 day per week 39% commute to work 2 days per week 18% commute to work 3 days per week 10% commute to work 4 days per week 20% commute to work 5 days per week	Provide facilities for cycle parking Explore further provision of facilities for showering/changing	Further investment in facilities when additional funding becomes available

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		Provide localised transport information at key work locations	Commuter Champions microsite launch early 2025
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