

Appendix 1 – Action Plan

1. Corporate

Following adoption of the Sustainable Transport Strategy, at a corporate level the Council will focus initially on undertaking an annual Council wide travel survey. This will be used to inform both the establishment of a Council wide Travel Plan Framework and a review of the current procedures for claiming travel expenses. The allocation of resources to support Council departments in taking steps towards a more sustainable approach to transport will be considered within the corporate budget setting process. The Council already has a 'Cycle to Work' scheme in place which it intends to maintain. However, it will also be necessary to review and refine this scheme to ensure it aligns with any revised procedure for awarding and claiming travel expenses.

1.1 Member and Staff Travel Survey

A comprehensive Travel Survey will be undertaken, which all members and staff of the Council will be encouraged to respond to. The travel survey will be integral to and will be required to inform the Council Travel Plan Framework and Grey Fleet review outlined below. As such it will be the first action to be taken following approval of the Sustainable Transport Strategy. Facilities - Contract with lift share – annual surveys

The survey will explore the extent of and current transport modes used for travel to and from Council premises by staff and members, their preferred alternatives including both home working and sustainable transport use, the barriers that exist to the use of preferred alternatives and how best these may be overcome. Similarly, the survey will also explore the current nature and extent of grey fleet travel and how staff and members would like to see this made more sustainable. It must be possible to break down results of the travel survey by Council department in order staff responses for each department can be identified and analysed independently.

A sample size enabling detailed analysis of the survey outputs will be sought that can differentiate between requirements likely to be found within Council departments, at various Council locations or within staff groups. The initial survey will provide a baseline against which the impacts of the Sustainable Transport Strategy, Corporate Travel Plan Framework and Grey Fleet review can be measured. To this end the Travel Survey is expected to be repeated at regular intervals and will need to ensure consistency is maintained with future surveys.

1.2 Swansea Council Travel Plan Framework

An overall Travel Plan Framework will be established for Swansea Council. Consultation with members, departmental leads, Council staff and their representatives will be required.

The overarching purpose of the Travel Plan Framework will be to encourage behavioural change leading to the long-term use of more sustainable modes of travel and reduce overall travel, to and from the site/s used by the Council.

The Corporate Travel Plan Framework is expected to encompass:

- Brief description of the organisation, its activities and associated travel alongside the structure and scope of the Travel Plan Framework;
- Travel Survey – Details of any baseline travel surveys undertaken and details of plans for future surveys;
- Member and Staff mapping – Drawing on the existing Council staff database, survey responses or both, the Travel Plan Framework should map the (most common) origin and destination for each individual staff members journey to work;
- Objectives and Targets – Details of the key aims and objectives of the Travel Plan Framework and the specific targets set;
- Package of Measures – The specific measures (i.e., management, policies, promotion, measures to reduce the need to travel, increase walking, increase cycling, increase public transport use, reduce vehicle trips).
- Action Plan – Programme, timeline and responsibilities for delivery and communication of the Travel Plan Framework measures, with key milestones
- Management and Resources – How the Travel Plan Framework will be managed, including its links to Corporate Plans.
- Monitoring – How the Travel Plan Framework measures and targets will be monitored and evaluated and how the outputs of this will be used to review and revise the plan.

1.3 Grey Fleet Review

The current policy/s and procedure/s that enable staff to be allocated and claim expenses for travel on behalf of the Council (i.e., Grey Fleet activities) will be reviewed to ensure any travel undertaken is necessary and where this is the case, use of sustainable modes is favoured over single occupancy car use.

In order to prioritise use of sustainable modes for staff travel undertaken and reimbursed, the Council will adopt the transport hierarchy as defined in Llwybr Newydd, the Wales transport strategy. However, an additional category will be added to the top of the hierarchy to reflect aspirations for staff to use Teams/video conferencing ahead of choosing to travel, wherever possible and the emerging policy will take account of staff working at home as well as Council premises (Figure 3). Expenses reimbursed should include those incurred by pedestrians and cyclists at a favourable rate, encouraging use of these modes ahead of using motorised alternatives.

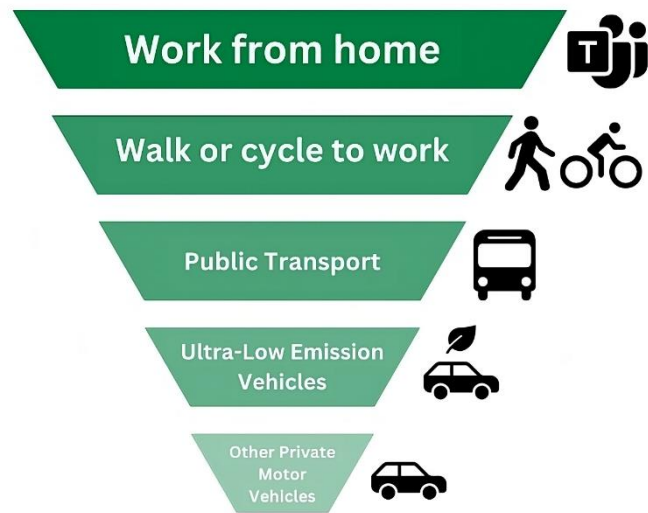


Figure 1 – Corporate Sustainable Transport Hierarchy, adapted from as “Llwybr Newydd” to take account of staff and council members working at home.

Support for cyclists and essential car users through the Travel to Work scheme will be maintained but the current policies will be reviewed to ensure they align with the aims of encouraging greater use of ‘video conferencing’ or sustainable modes for staff travel, respectively, wherever possible.

The policy and procedures that emerge from the review will be agreed with the Chief Executive and Members.

2. Departmental

The Council is made up of a number of different departments each of which has a different function and many of which contain units within them that also differ in the work they need to undertake. In turn, this impacts on the requirements for travel to/from work, grey fleet travel and all other transport activities departments may pursue.

Each department head, in conjunction with their team leads, will be responsible for ensuring their department adapts and adopts the Sustainable Transport Strategy in all they do. Staff teams will be responsible for implementing the Travel Plan Framework. There is also a requirement for some staff members to put themselves forward as sustainable transport champions sharing their experience and knowledge with others to promote and support the transition to more sustainable transport use. As a consequence, it is necessary for each head of department working with their team leads to interpret how the Sustainable Transport Strategy will apply to the role and activities of their department. The head of department should draw on the measures in the Sustainable Transport Strategy, Corporate Travel Plan Framework and Grey Fleet Review, as well as responses to the travel survey from department staff, to identify what is required of departmental staff to bring about more sustainable transport use in all they do.

The Sustainable Transport Strategy provides departmental managers with a set of broad measures and principles that they can adapt and apply to their department or unit to establish the most appropriate options and measures to meet their requirements. There may also be circumstances where a department or unit decide they require a particular set of principles and measures specific to their activity, although these should always be aligned with the overall objectives and targets of the strategy to support net zero.

The generic measures and principles to be applied are outlined below within several headings covering the range of activities a department or unit is most likely to pursue. Where these do not address a specific departmental activity, it is incumbent on the head of department or team lead to devise their own sustainable transport measures and principles for that activity, in line with the aspirations of the strategy and to report this.

The measures and principles provided should be implemented by each head of department, in conjunction with team leads, through their Department Transport Plan. Once implemented, each head of department or team leads should review their service area on a regular basis to ensure that it aligns with the Corporate Sustainable Transport Strategy, as and where appropriate.

2.1 Premises

When auditing existing premises, considering relocation or undertaking new build the following key measures and principles will apply:

- Location – relative to public transport and active travel routes, relative to staff (origins), relative to suppliers, relative to customers, relative to other Council buildings;
- Parking – only provide what is necessary for staff and visitors, minimise what is provided for cars and maximise for cycles, establish how will it be controlled (ie via permits, barriers, charges, time limits, etc), provide prioritised bays for people who are disabled, car sharing and EV charging, favour sustainable modes (ie by placing parking for these closest to building entrances), ensure use is safe and secure including for travel between parking and building/s, establish how parking will be managed and ‘policed’;
- Access Routes - within the site: ensure segregation between pedestrians, cyclists and motorised vehicles, establish speed limits, one way systems, provide appropriate surfacing, lighting, signage, marking and seating/cover where distances are significant, establish safe and segregated pick up/drop off areas if required, ensure entrances/exits are safe, appropriately located and routes and sight lines are clear of vegetation and other obstacles, establish how routes will be maintained;
- Buildings – align doors with access routes/parking and favour sustainable modes, establish secure access systems, ensure access points and routes are step free, establish facilities for active travel users, i.e. showers, changing facilities and lockers;
- Embedded and whole life carbon – taking account of other relevant aspects of the Councils climate change strategy, the embedded and whole life carbon impacts of actions proposed should be established and considered.

2.2 Staff

Ensure staff are encouraged in every way possible to choose sustainable modes as their option of choice:

- Policy – All staff will be encouraged to adopt and follow the Council Sustainable Transport Strategy including the transport hierarchy, the grey fleet policy and procedure/s and the corporate and department Travel Plan Frameworks;
- Events – Offer bespoke events that staff can attend to learn more about sustainable transport options, their benefits and the Council support available.
- Home Working – In accordance with the Council’s Agile Working Policy, to allow those who can do so to work at home for at least some days each week to minimise the need to travel to/from work;

- Staff Intranet – Via the Council intranet, promote sustainable transport use by providing information, videos, case studies, photos, newsletters, and signposting staff to other related resources.
- Social media – Utilise social media to promote sustainable transport use, events, activities and their benefits amongst staff and encourage staff to participate in sharing their views and ideas via this media;
- Discounts – Arrange for staff discounts with public transport operators, cycle suppliers/repairers, clothing suppliers and other retailers, to encourage and support sustainable transport use;

2.3 Commissioning/Procurement

Ensure opportunities to promote sustainable transport use in the commissioning process are taken, wherever possible:

- Specification – Build requirements for contractors to adopt the WG sustainable transport hierarchy and follow the Council Sustainable Transport Strategy into all tender specifications;
- Social Value – Require potential contractors to offer social value in the form of a sustainable transport strategy and Travel Plan Framework for their employees and customers;
- Scoring - Favour respondents that offer high levels of sustainable transport solutions in scoring systems for contract awards;
- Terms and Conditions – Embed sustainable transport use in the T&C's of all contracts established;
- Monitoring – Ensure sustainable transport use and carbon saving/s are included in the monitoring of contracts;

2.4 Goods and Materials

Ensure goods and materials are sourced on a sustainable basis, wherever possible:

- Source goods and materials from local manufacturers and suppliers to minimise the transport involved in their delivery;
- Favour goods and materials that are delivered by companies using Ultra Low Emissions Vehicles (ULEV), such as e-vans, e-cargo bikes, e-cycles and on foot;
- Favour goods and materials from companies that themselves have adopted a sustainable transport strategy
- Encourage suppliers to consider the benefits of moving to ULEV use for their deliveries;
- Encourage suppliers to consider the impacts of their supply chains on climate change;

- As part of wider Council policies, assess the full/wider carbon impact of procurement of goods and materials; i.e. beyond just the transport impacts.

2.5 Transport Assets and Services;

Ensure any transport assets and services provided promote sustainable transport use:

- In house Vehicle/s and plant – Ensure any purchase of a bespoke vehicle is absolutely necessary and needs cannot be met from use of public transport/active modes, pool vehicles, hire services or some other vehicle sharing arrangement;
- Vehicle Purchase - Where vehicle purchase is necessary, ensure any vehicle/s are obtained in line with the Council Green Fleet Policy and purchased in conjunction with the Central Transport Unit. Wherever possible Ultra Low Emission Vehicles (ULEV) should be obtained;
- Vehicle Hire – The opportunity to use a Council pool vehicle should always be explored prior to hire of a vehicle from an external supplier. Where using an external supplier is the only option, commissioning rules and guidance should be followed. Wherever possible a ULEV should be obtained (pool or hire). Use of vehicles that offer zero emissions should be favoured over hybrids.
- Other Transport Assets – Where bespoke transport infrastructure (not covered in premises, above) is required to accommodate a vehicle purchased or some other transport activity careful consideration should be given to its sustainability, alignment with other transport infrastructure and the materials and contractors used.

2.6 Transport Services

Ensure goods delivery/collection and any passenger transport services purchased promote sustainable transport use:

- Any goods or transport services purchased should be procured through the commissioning process outlined above, unless considered de-minimus.
- Where goods and services are not to be commissioned, careful consideration should be given to whether the goods or service are required, could be combined with an existing commission or whether public transport or active travel solutions could be used instead;
- Goods and passenger transport services commissioned should favour provision of ULEV vehicles for their operation, wherever possible.
- Schedules and specifications for commissioned services should seek to minimise the distance travelled and journey time.
- Goods and passengers should be optimised to require the minimum number and smallest size of vehicles.

3. Transport Specific

Two departments of the Council have specific transport responsibilities. Highways and Transportation look after the transport networks and infrastructure within Swansea that is available to the public. The Central Transport Unit look after the Council Fleet and transport commissioning undertaken by the Council.

Each of these departments make a major contribution to both internal and external transport activity through their day to day working and as such have a particular responsibility to drive change in support of the Councils net zero objectives. For this reason, in addition to both adopting the measures and principles for individual departments outlined in section 5.2 above, each requires a specific package of measures and principles to frame the approach to their work.

3.1 Highways and Transportation

Ensure the work of the Highways and Transportation department focusses on enabling and promoting the delivery of the Council's Net Zero ambitions:

- Transport Hierarchy – The department should adopt WG's transport hierarchy and use this to guide their priorities for designing, developing and maintaining the transport networks and infrastructure they have responsibility for or input to;
- Transport Priorities – In the above context, any work on new and existing networks and infrastructure going forwards should aim to favour sustainable modes over single occupancy car use;
- Regional Transport Plan (RTP) – Whilst the responsibility for developing the RTP sits with the CJC, the duty of delivering RTP policies and priorities will be taken forward by the four local authorities in the South-West Wales region, likely through the Regional Transport Delivery Plan.
- Commissioning – The department should adopt the principles for commissioning outlined above for all Council departments.
- Vehicles – Transition to entirely ULEV vehicles for the operation of public transport services and amongst contractors should be promoted and brought about as soon as possible through commissioning (as current contracts come to an end) and through the delivery of sustainable infrastructure to support this. Transition to ULEV vehicles amongst the public should be promoted through the Council website and social media and through the delivery of infrastructure to support this;
- Transport Infrastructure – All transport infrastructure should be made sustainable as this is replaced or improved and all new transport infrastructure provided should be sustainable from the outset.
- Embedded and whole life carbon – taking account of other relevant aspects of the Councils climate change strategy, the embedded and whole life carbon

impacts of any new infrastructure proposed should be established and considered as part of any options appraisal.

3.2 Central Transport Unit

To ensure the work of the Central Transport Unit focusses on enabling and promoting the delivery of the Councils Net Zero ambitions:

- Transport Hierarchy - The unit should adopt WG's transport hierarchy and use this to guide their priorities for commissioning and delivering transport and fleet support to the Council;
- Commissioning – The unit should adopt the principles for commissioning outlined above for all Council departments.
- Green Fleet Strategy – A Green Fleet Strategy has already been adopted by the Council that will ensure the light commercial fleet will be fully electric by 2025 and the whole of the 800 vehicle fleet, including waste and recycling vehicles, will be ultra-low emission by 2030. In the case of larger vehicles this is likely to include hydrogen powered vehicles;
- Infrastructure – Greening the fleet will require substantial changes to the supporting infrastructure required for housing and refuelling the fleet. When improving existing depots or relocating these, the unit should take cognisance of the measures for premises and transport infrastructure proposed for all departments. Infrastructure required for vehicle refuelling should meet the most up to date standards and good practice available at the time, and its location should be carefully considered to ensure fleet operations are as efficient as possible;
- Working Practices – Working practices should support efficient fleet operations, while also seeking to minimise the carbon impacts generated by staff needing to travel to work to access a Council vehicle. Where staff are required to retain and refuel electric vehicles overnight at their own premises, on a regular basis, support should be provided to install and maintain an appropriate recharging point and the costs of recharging should be met by the Council;

Support to external organisations – The unit should offer support and advice to external partner organisations seeking to green their transport fleet and fleet operations. This may include sharing depot and refuelling infrastructure, as appropriate.

4. Next Steps

Oct 2023	On street residential EV charging survey
Oct 2023 – Jan 2024	Identification of key milestones and resource requirements
22nd Jan 2024	Service Transformation Committee - Sustainable Transport Strategy Next Steps
Jan – Apr 2024	On-street Residential Charge point implementation of trial sites
2024/2025	Development Public EV Charging Strategy.