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Foreword

City University London is committed to sustainable development and already has a number of initiatives in place to manage its environmental impacts. These include a Sustainability Group, Environmental Policy, Energy Management Plan, Waste Management Plan and Sustainable Purchasing Policy.

The University is also a participant in the Carbon Trust’s prestigious Higher Education Carbon Management Programme, and a founding and steering group member of the Islington Climate Change Partnership. As the third largest carbon emitter in Islington, actions that the University take will make a huge impact on the Borough.

The University also recently launched an interdisciplinary transport centre. The City Collaborative Transport Hub (CCTH) focuses on “Promoting research, education and holistic solutions into transportation”. It builds on current postgraduate education and research strengths in key areas such as air transport, shipping and maritime operations, and automotive engineering, together with underpinning research capability in software reliability, systems engineering, risk analysis and human behaviour.

This Travel Plan will complement these ongoing sustainable efforts, and act as a strategic business tool aimed at reducing the impact of all types of travel generated by the University’s activities.

Some key benefits arising from the Travel Plan include:

- Improved range and quality of travel choices for students and staff
- A healthier lifestyle for those who walk and/or cycle
- Reduced staff absenteeism due to improved physical health and motivation
- Enhanced site accessibility
- Financial savings
- Improved recruitment and retention
- Reduced carbon footprint and other environmental gains (including meeting initiatives set by the University’s Carbon Management Programme)
- Enhanced image and reputation for City University as a socially responsible organisation
- Enhanced performance on sustainability and environment with respect to Higher Education Funding Council for England (HEFCE) and other criteria
- Reduced local congestion, thus improved community relations
- Improved research opportunities
- Alternative means of working and teaching.

I look forward to seeing this Travel Plan successfully implemented to ensure we reap the rewards of the work that has gone into its preparation.

Professor Julius Weinberg
Acting Vice-Chancellor
Executive Summary

Introduction
This Travel Plan has been produced by City University London and is aimed at reducing the impact of staff and student travel to and from campus locations.

The University’s main campus is located at Northampton Square in the Borough of Islington, with additional sites scattered in close proximity. The main areas of the estate include:
- Main campus (Northampton Square)
- Cass Business School (Bunhill Row)
- School of Community and Health Sciences (West Smithfield and Whitechapel)
- City Law School (Gray’s Inn Place).

City University London serves approximately 24,000 students and over 2,200 staff over the course of an academic year. While the Travel Plan focuses initially on staff, it is the University’s intention to include students in the promotional aspects of the Travel Plan, as well as enabling students to access any new facilities arising from the Plan, such as cycle stands, showers and lockers. A survey of students is planned for 2010.

This Travel Plan builds on a previous document produced in 2008. Activity to date includes:
- Agreement to introduce a Cycle to Work Scheme
- New covered bicycle stands (and more planned through the University's Campus Master Plan)
- Participation in Bike Week and Cycle 50% Challenge
- Promotion of the staff Travel Plan through days such as the Staff Wellbeing Day
- Information about public transport, walking and cycling on the University website - http://www.city.ac.uk/aboutcity/environment/green_travel_plan/index.html

Some of the main benefits of the Travel Plan include:
- Improved range and quality of travel choices for students and staff
- A healthier lifestyle for those who walk and/or cycle
- Reduced staff absenteeism due to improved physical health and motivation
- Enhanced site accessibility
- Financial savings
- Improved recruitment and retention
- Reduced carbon footprint and other environmental gains (including meeting initiatives set by the University’s Carbon Management Programme)
- Enhanced image and reputation for University as a socially responsible organisation
- Enhanced performance on sustainability and environment with respect to Higher Education Funding Council for England (HEFCE) and other criteria
- Reduced local congestion, thus improved community relations
- Improved research opportunities
- Alternative means of working and teaching.

This document covers the implementation of measures and progress towards targets of the period December 2009 to November 2014 and will require monitoring and revision on an annual basis to ensure it remains relevant to our organisation and those using the sites.
Existing travel situation
The University has five main campuses located in central London with good access to public transport. Car parking at each site is limited and the University has an effective system in place for managing and allocating spaces annually.

All sites are in easy reach of public transport (mainly bus and tube). The main site at Northampton Square has good cycle facilities (showers, lockers and a secure cycle cage) but this is not the case at all other sites where facilities are limited.

Many staff are able to work flexibly at times, although they are regularly required to be on site (in particular academic staff and support staff such as catering, cleaning etc).

A baseline survey was undertaken in 2009 with a response rate of 32%. A survey of students will be completed in September 2010. The staff travel survey showed that for most staff, public transport is their main mode of travel to work (68.62% in total). Only 0.15% car share to work. Cycling is higher than the national average at 10.41%. This would indicate that site locations and provision of car parking have a significant impact on how staff travel to work.

Objectives and targets
Our objectives are:

1. To reduce the proportion of staff travelling to work alone by car as their main mode1 from 2% to 1% by September 2014.
2. To increase the proportion of staff travelling to work by cycling as their main modes from 10% to 16% by September 2014.
3. To increase the proportion of staff travelling to work by walking as their main modes from 13% to 15% by September 2014.
4. To reduce the proportion of staff travelling to work by public transport (rail, bus and tram) from 69% to 62% as their main modes by September 2014.
5. To reduce the proportion of staff who travel on business more than once a month by 10% (from 62% to 56%) by September 2014.

Travel plan strategy
Our Travel Plan has the support of senior management. Julius Weinberg, Acting Vice Chancellor, is the management ‘champion’ for the Travel Plan. He will have ultimate sign off for the Travel Plan at the University. He sits on the University’s Sustainability Group.

Dawn White, the University’s Environmental Officer, is responsible for overseeing and implementing the various measures outlined in this Travel Plan. Approximately 8 hours of Dawn’s time per week are dedicated to implementing the Travel Plan.

Our plan is overseen by a Travel Plan Working Group set up specifically to oversee and implement the Travel Plan. The Working Group has had two meetings already and was set up in August 2009. In general, meetings will be held on a quarterly basis, but more frequently if required.

Key measures for employees
- Provision of lockers/storage areas in key locations throughout main buildings
- Marketing the benefits of walking and cycling (e.g. health benefits) through Staff Wellbeing Day, newsletter, emails, etc.
- Provision of maps to staff highlighting the best walking routes including distance and time
- Provision of new secure and covered cycle parking, as outlined in the University’s Master Plan for the Northampton site and locations to be identified at each other site

1 Corresponds to the mode of transport which staff use for the longest amount of time on their journey as informed through the i-TRACE annual staff travel survey process.
Workplace Travel Plan Template

- Introduction of the Cycle to Work scheme for employees including discounts on cycle and accessory purchases
- Participate in the Borough Council's Cycle 50% Challenge each year, in which staff are asked to cycle to work at least 50% of the days over a 4 week period and are offered full support including a free bike, accessories, training and advice
- Improvements to pedestrian linkages to the nearest bus, tube and rail stop(s) particularly pedestrian signage showing distance and time
- Encourage staff to book trips on Eurostar for continental travel where this is appropriate
- Provide information to staff about the best way to travel between sites using public transport
- Investigate a group/team Oyster card policy
- The Travel Plan Coordinator will raise the with senior management the possibility of paying a ‘carbon tax’ on all air travel
- Encourage staff to organise meetings at venues with good public transport and cycling access and to publicise how to get to the meetings sustainably to all attendees.

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

Action Plan
Our Travel Plan is guided by our action plan (below). This summarises the key Travel Plan development and implementation tasks that we intend to take. It also highlights key project milestones.
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<th>Activity</th>
<th>By whom</th>
</tr>
</thead>
<tbody>
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<td>Baseline staff travel survey completed by staff</td>
<td>Dawn White, CU and David Helmore TFL</td>
</tr>
<tr>
<td>August 2009</td>
<td>Working Group established</td>
<td>Dawn White, CU and Emilie van de Graaff, ITP</td>
</tr>
<tr>
<td>October 2009</td>
<td>Quick wins table agreed</td>
<td>Working Group</td>
</tr>
<tr>
<td>February 2010</td>
<td>Travel Plan finalised</td>
<td>Emilie van de Graaff, ITP and Dawn White, CU</td>
</tr>
<tr>
<td>March 2010</td>
<td>Finalise Marketing Plan including maps, leaflets, posters and online information</td>
<td>Dawn White and Communications team</td>
</tr>
<tr>
<td>April 2010</td>
<td>Travel Plan launched</td>
<td>Dawn White</td>
</tr>
<tr>
<td>May – June 2010</td>
<td>Work with Borough Councils on signage requirements to and from tube / mainline rail stations</td>
<td>Dawn White, Borough Council Officers</td>
</tr>
<tr>
<td>July 2010</td>
<td>Implement Quick Win measures</td>
<td>Dawn White and Facilities CU</td>
</tr>
<tr>
<td>September 2010</td>
<td>Student travel survey completed</td>
<td>Dawn White, Students Union, CU and Michael Tarrega, TFL</td>
</tr>
<tr>
<td>February 2011</td>
<td>First annual monitoring travel survey</td>
<td>Dawn White, CU and Michael Tarrega, TFL</td>
</tr>
<tr>
<td>March 2011</td>
<td>First annual monitoring report</td>
<td>Dawn White and Working Group</td>
</tr>
<tr>
<td>April 2011</td>
<td>Revisions to Travel Plan following monitoring report</td>
<td>Dawn White, CU and Michael Tarrega, TFL and Borough Council officers</td>
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1. **Introduction**

1.1 **Introduction**

1.1.1 A Travel Plan is a long term management strategy for an organisation or site that seeks to deliver sustainable transport objectives through action and is articulated in a document that is regularly reviewed. A Travel Plan involves identifying an appropriate package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on single occupancy car journeys. It can also assist in meeting a range of other objectives, as discussed elsewhere in this document.

1.1.2 Travel plans can assist in increasing accessibility whilst reducing congestion, local air pollution, greenhouse gases and noise. Importantly, a Travel Plan can increase business efficiency and equality, which is why an increasing number of organisations are deciding to produce voluntary Travel Plans. Indeed, Transport 2025 (the long term transport vision for London adopted by TfL) highlights the importance of transport in supporting the economic vitality of the capital, both through transport improvements, better use of existing capacity, behavioural change and enabling continued benefits of agglomeration.

1.1.3 A well developed Travel Plan can mitigate adverse traffic impacts of a development and the Government recognises their importance in achieving improvements in transport conditions at the local level. Further evidence suggests that people who are physically active in their daily lives are more productive and have good attendance records. The Department for Health publication *Choosing Health: Making healthy choices easier* (2004) recognised the health benefits of walking or cycling. Active travel as part of a Travel Plan enables people to enjoy these health benefits as part of their daily routine.

1.1.4 In London, Travel Plan development and implementation is being promoted by Transport for London (TfL) and the Greater London Authority (GLA). These parties have produced *Best Practice for Workplace Travel Planning for New Development* (2007), a document which sets out a methodology and expectations for Travel Plans secured through the planning process. In addition, TfL assists organisations who wish to voluntarily develop Travel Plans for the benefits which they offer, primarily through its Sub-Regional Travel Plan Coordinators and TfL Workplace Travel Plan Relationship Managers.

1.2 **This Travel Plan**

1.2.1 This Travel Plan has been produced for City University which has its main campus located in Islington and includes four other sites. The Travel Plan is aimed at reducing the impact of travel to and from at the following locations:

- MAIN CAMPUS (NORTHAMPTON SQUARE) LONDON EC1V 0HB
- Cass Business School (Bunhill Row)
- School of Community and Health Sciences (West Smithfield and Whitechapel)
- City Law School (Gray’s Inn Place).

1.2.2 City University London is committed to sustainable development and already has a number of initiatives in place to manage its environmental impacts. These include a Sustainability Group, Environmental Policy, Energy Management Plan, Waste Management Plan and Sustainable
Purchasing Policy. The University is also a participant in the Carbon Trust’s prestigious Higher Education Carbon Management Programme, and a founding and steering group member of the Islington Climate Change Partnership. As the 3rd largest carbon emitter in Islington, actions that the University take will make a huge impact on the borough.

1.2.3 The University also recently launched an interdisciplinary transport centre. The City Collaborative Transport Hub (CCTH) focuses on “Promoting research, education and holistic solutions into transportation.” It builds on current postgraduate education and research strengths in key areas such as air transport, shipping and maritime operations, and automotive engineering, together with underpinning research capability in software reliability, systems engineering, risk analysis and human behaviour.

1.2.4 This Travel Plan will complement these ongoing sustainable efforts, and act as a strategic business tool aimed at reducing the impact of all types of travel generated by the University’s activities.

1.2.5 Car parking demand at the various sites occasionally exceeds capacity. There are no serious traffic congestion or access problems on external roads – the key sites are all contained within London’s congestion zone.

1.2.6 The Travel Plan will cover:
- Commuting to/from our site
- Travel during the course of our business
- Travel to our site by visitors
- Travel to our site by students
- Travel to our site by suppliers.

1.2.7 This document provides an overview of the current situation and transport arrangements at our site. It also sets out measures which we will be introducing in order to meet our Travel Plan objectives.

1.2.8 This document will be regularly reviewed, reflecting that a Travel Plan is a continuous process for improvement, requiring monitoring and revision to ensure it remains relevant to our organisation and those using the site. The document will next be revised in April 2011 following the results of the interim staff travel survey and the first student travel survey. An annual monitoring report will be submitted to TfL at this time.

1.3 Policy

1.3.1 Travel plans have become an important tool for the delivery of national, regional and local transport policy and commonly play an integral aspect within the planning process, fulfilling a role in encouraging more sustainable development. As a result, Travel Plans are required in association with all significant planning applications and information on the planning policy context is given in Appendix 1. Nevertheless, a new development and the transport obligations which are associated with it (to make it acceptable) are not the only motivation for introducing a Travel Plan.

1.3.2 Travel plans form an important component within the travel demand management strand of TfL’s strategy for securing sustainable and continued economic growth for the capital. Other strategies include infrastructure expansion and better use of existing infrastructure. Further information about TfL’s vision and travel demand management strategies, including workplace Travel Plans, can be found in the publication Transport 2025 (November 2006).
2. Existing travel situation

2.1 Introduction

2.1.1 This chapter provides an overview of our organisation and the current travel and transport situation at our site. It is based upon the findings of a thorough site assessment and baseline travel surveys.

2.2 Our organisation and activities

2.2.1 City University London has close to 24,000 students from 156 countries who benefit from our internationally renowned experience of more than one hundred years of teaching and learning.

2.2.2 The University employs a total of 2233 staff. They are spread over the various sites as follows:

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northampton Square buildings:</td>
<td>1424</td>
</tr>
<tr>
<td>External to Northampton Square:</td>
<td></td>
</tr>
<tr>
<td>Saddler’s Sports Centre (Goswell Road)</td>
<td>12</td>
</tr>
<tr>
<td>Bath Street</td>
<td>14</td>
</tr>
<tr>
<td>Cass Business School (Bunhill Row)</td>
<td>392</td>
</tr>
<tr>
<td>School of Community &amp; Health Sciences (West Smithfield)</td>
<td>193</td>
</tr>
<tr>
<td>School of Community &amp; Health Sciences (Whitechapel)</td>
<td>92</td>
</tr>
<tr>
<td>City Law School (3 buildings) (Gray's Inn)</td>
<td>96</td>
</tr>
<tr>
<td>Finsbury Halls (3 buildings) (Bastwick Street)</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2233</strong></td>
</tr>
</tbody>
</table>

2.2.3 There are 1530 full time employees and 306 part time employees. All other employees work shifts.

2.2.4 The main Northampton Square site attracts approximately 12,000 visitors each year.

2.3 Site location

2.3.1 In terms of staff numbers the two main sites are the Northampton Square and Cass Business School. The site audit focuses on these although other sites are included in the tables.

2.3.2 Both of the main sites are in inner city London. The Northampton Square site contains a number of different buildings, each of which can be easily accessed from surrounding streets (see Figure 2.1).

*Figure 2.1 Map of Northampton Square site*
2.4 Site assessment

Site Access

2.4.2 The various buildings at the Northampton Square site can be accessed from the following streets:

- St John Street
- Northampton Square
- Goswell Road
- Spencer Street
- Percival Street.

2.4.3 There are buildings on both sides of St John Street but the street is fairly quiet and easy to cross.

2.4.4 The Cass Building can only be accessed from Bunhill Row.

2.4.5 All the buildings at all the sites are pedestrian access only.

2.4.6 None of the buildings have access for bicycles.

Car use

Car Parking

2.4.7 There are approximately 77 car park spaces available at University sites for essential users, disabled staff or students, visitors and some staff. Apart from disabled users, there are no parking facilities for students.
2.4.8 Parking permits are managed and enforced through Facilities. They are allocated annually, on written application, and are awarded based on points received for each full year of service with the University.

2.4.9 There is a charge for staff car parking permits of around £145 - £258 per annum dependent on salary. There are barriers at the entrance to all staff car parks. Our car parks are well lit and secure. There is some car parking in the underground ‘garage’ area at the Northampton Square site.

2.4.10 The Northampton Square site is in the middle of a residential area. There is a residential parking scheme but there is also some on-street public parking managed by the Borough.

Table 2.1: Car parking locations

<table>
<thead>
<tr>
<th>SITE</th>
<th>FOR USE BY</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Site (off Spencer St)</td>
<td>Disabled staff/students, essential users &amp; visitors</td>
<td>Bookings can be made up to 7 days in advance</td>
</tr>
<tr>
<td>Centenary Building (Spencer St)</td>
<td>Essential users and some staff spaces</td>
<td>Spaces allocated annually</td>
</tr>
<tr>
<td>Sebastian St, Health Centre, Goswell Place</td>
<td>Essential users and some staff spaces</td>
<td>Spaces allocated annually</td>
</tr>
<tr>
<td>Pear Tree St &amp; Bastwick St</td>
<td>Finsbury residences use &amp; some staff spaces</td>
<td>Contact Hall Manager for information</td>
</tr>
<tr>
<td>Albion Way</td>
<td>SCHS staff</td>
<td>Contact SCHS Facilities for information</td>
</tr>
</tbody>
</table>

2.4.11 Table 2.2 shows the current availability of parking spaces at our site for different categories of user.

Table 2.2: Current availability of parking for our site

<table>
<thead>
<tr>
<th>Spaces for</th>
<th>Number of spaces</th>
<th>Charges</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>77</td>
<td>£145-258</td>
<td>Staff must have a permit to park in the spaces provided.</td>
</tr>
<tr>
<td>Disabled</td>
<td>Part of above number</td>
<td>Located in general car parks – permit required</td>
<td></td>
</tr>
<tr>
<td>Visitors</td>
<td></td>
<td>Charges vary</td>
<td>On street parking in nearby residential streets or in NCP car parks</td>
</tr>
<tr>
<td>Total:</td>
<td>77</td>
<td>N/a</td>
<td>N/a</td>
</tr>
</tbody>
</table>

2.4.12

Car Sharing

2.4.13 There is no formal car sharing scheme at present for the organisation.

Fleet Vehicles

2.4.14 The University owns one single van (Ford Transit Euro 4 Light Goods Vehicle, 2198 engine capacity), purchased new in November 2006. The van is used primarily by the post room and porters for deliveries across the estate.
2.4.15 Normal mileage on the van is approximately 1,000 miles per year. There is currently no environmental purchase policy for fleet vehicles.

**Issues**

2.4.16 Demand for car park spaces currently exceeds supply as there are always more annual applicants for spaces than spaces available.

2.4.17 Surrounding roads are relatively quiet and easy to cross at most sites, although at the School of Community and Health Sciences (Whitechapel) there is a busy road to cross if one arrives from the Underground station.

2.4.18 Due to the central nature of the sites, all sites are in areas where on-street parking is managed through the Borough Councils.

**Cycling**

2.4.19 The main Northampton Square site has access by cycle lanes but this is not the case for all the other sites and routes are not signed to the University. All the sites are accessible by bicycle in principle but cyclists would need a certain level of confidence and proficiency to cycle on busy main roads in order to access the sites as routes are discontinuous. There are no on-site cycle lanes at any of the sites.

2.4.20 All the sites have cycle parking facilities. These range in quality with some having CCTV, lighting and cover while others are simply Sheffield stands. Some are located near building entrances.
### Table 2.3: Cycle stand locations

<table>
<thead>
<tr>
<th>Site</th>
<th>Number of cycle stands</th>
<th>Location of cycle stands</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northampton Square</td>
<td>200</td>
<td>St John Street, Myddleton Street, Student Union, Northampton Square, University Building</td>
<td>Mixed quality 140 spaces in secure areas with CCTV, some others covered (see photo below), others only Sheffield stands</td>
</tr>
<tr>
<td>Cass Building</td>
<td>32</td>
<td>Bunhill Row Dufferin Street</td>
<td>Sheffield stands</td>
</tr>
<tr>
<td>Greys Inn Law School</td>
<td>15</td>
<td>Jockey's Fields</td>
<td>Sheffield stands</td>
</tr>
<tr>
<td>West Smithfield</td>
<td>3</td>
<td>Bartholomew Close</td>
<td>Sheffield stands</td>
</tr>
<tr>
<td>Whitechapel</td>
<td>6</td>
<td>Behind the building</td>
<td>Lockers</td>
</tr>
</tbody>
</table>

2.4.21 A cycle to work scheme has recently been agreed for employees and will be implemented by July 2010.
**Motorcycling**

2.4.22 There are dedicated motorcycle parking facilities at the following locations for the Northampton Square site:

- Goswell Road
- Moreland / Spencer Street
- University Building

2.4.23 In total there are 18 off-street spaces available for motorcycles at Northampton Square.

2.4.24 There are no dedicated motorcycle parking facilities at the other sites although there are on street motorcycle parking facilities at Gray’s Inn and Cass Building (Bunhill Row). As with the cycle stands, only some of the motorcycle stands are covered, conveniently located near building entrances, secure and lit and overlooked by CCTV. However, all the spaces lack signage.

**Pedestrian access**

2.4.25 The sites are all easily accessible on foot. The University has no footpaths for which it is responsible. The footpaths leading to the buildings are all well-lit, and well maintained by the relevant Borough Councils.

2.4.26 However, signage to each of the sites from nearby tube stations is non-existent and should be improved.

**Supporting facilities**

2.4.27 There are lockers and storage facilities available at some of the sites for staff and students who walk or cycle to work.
### Table 2.4: Locker locations

<table>
<thead>
<tr>
<th>Site</th>
<th>Number of lockers</th>
<th>Location of lockers</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northampton Square</td>
<td>32</td>
<td>Male shower room</td>
<td>Not large enough to store motorcycle equipment or clothing</td>
</tr>
<tr>
<td>Cass Building</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greys Inn Law School</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Smithfield</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whitechapel</td>
<td>16</td>
<td>Shower room (unisex)</td>
<td>12 not large (see picture below) and 4 full length</td>
</tr>
</tbody>
</table>

2.4.28 There are also lockers for students and staff in various buildings which are managed by the Departments. There are no restrictions as to which groups of staff can use the lockers.

### Table 2.5: Shower locations

<table>
<thead>
<tr>
<th>Site</th>
<th>Female</th>
<th>Male</th>
<th>Shared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northampton Square</td>
<td>2</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Cass Building</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>City Law School</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>West Smithfield</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Whitechapel</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

2.4.29 There are no laundry or drying facilities provided at any site.

### Public transport access

2.4.30 Public transport access to each site is excellent with, in most cases, more than one tube station within easy walking distance, good bus services, and good access to mainline train stations.

2.4.31 The University offers a loan scheme for staff to buy season tickets or Oyster cards. The following paragraphs are taken from the policy and outline the key aspects:
“The University will make interest free loans available for the purchase of annual season tickets for travel by rail (second class fare), bus or other approved transport.

All employees of the University who have completed six month's service and whose appointments have at least twelve months to run are eligible to apply.

No employee of the University will be allowed more than one loan in any period of twelve months (unless the first loan is repaid in full).

The minimum amount of loan will be £500, the maximum £5000 (subject to periodic review). If the cost of a ticket exceeds £5000 a loan will be considered under exceptional circumstances. The loan shall not exceed 15% of an employee's salary.”

2.4.32 Full details of this scheme are included in Appendix 4.

Bus

2.4.33 Table 2.6 summarises the availability of bus services within 400m of our sites.

Table 2.6: Bus stops within 400m

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of stops</th>
<th>Services which call here</th>
<th>Description of stop</th>
<th>Key destinations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northampton Square</td>
<td>21</td>
<td>Routes 4, 19, 30, 38, 43, 55, 56, 63, 73, 153, 205, 214, 243, 274, 341.</td>
<td>All sheltered, well-lit stops with seating. Clean and free from vandalism. Both timetable and real-time information provided.</td>
<td>Waterloo, Highgate, Finsbury Park, Chelsea, Battersea, Hackney, Marble Arch, Clapton, Victoria, Barnet, London Bridge, Leyton, Oxford Circus, Kings Cross, Peckham, Woodgreen, Stamford Hill, Liverpool Street, Paddington, Bow Church, Tottenham, Barnet, London Bridge, Leyton, St Pauls, Tottenham, Elephant &amp; Castle, Shadwell, Liverpool Street, Streatham, London Bridge, Palmers Green, Finsbury Park, Brockley Rise, Highgate Village,</td>
</tr>
<tr>
<td>Cass Building</td>
<td>19</td>
<td>Routes 4, 8, 21, 25, 43, 55, 56, 76, 100, 133, 141, 153, 172, 214, 243, 271, 501 and 521</td>
<td>All sheltered, well-lit stops with seating. Clean and free from vandalism. Both timetable and real-time information provided.</td>
<td>Waterloo, Highgate, Oxford Circus, Bow Church, Newington Green, Lewisham, Ilford, Tottenham Court Road, Barnet, London Bridge, Leyton, St Pauls, Tottenham, Elephant &amp; Castle, Shadwell, Liverpool Street, Streatham, London Bridge, Palmers Green, Finsbury Park, Brockley Rise, Highgate Village,</td>
</tr>
<tr>
<td>Location</td>
<td>Routes</td>
<td>Description</td>
<td>Destinations</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>West Smithfield</td>
<td>16</td>
<td>Routes 8, 17, 25, 45, 46, 55, 56, 63, 100, 153, 172, 242, 243, 341, 501, 521.</td>
<td>Oxford Circus, Bow Church, London Bridge, Archway, Ilford, Clapton, Farringdon Street, Lancaster Gate, Kings Cross, Streatham Hill, Leyton, Honor Oak, Elephant and Castle, Shadwell, Waterloo, Wood Green, Finsbury Park, Liverpool Street, Brockley Rise, St Paul’s, Northumberland Park, Tottenham Court Road.</td>
<td></td>
</tr>
<tr>
<td>Whitechapel</td>
<td>12</td>
<td>Routes 25, 106, 205, 253</td>
<td>Ilford, Oxford Circus, Finsbury Park, Mile End Park, Paddington, Euston, Hackney Central</td>
<td></td>
</tr>
</tbody>
</table>
Maps of bus stops at each site

Figure 2.2 Northampton Square
Figure 2.3 The City Law School
Figure 2.4 West Smithfield
Figure 2.5 Whitechapel
Figure 2.6 Cass Business School
### Underground

2.4.34 The following table shows the closest underground station to each site.

**Table 2.7: Underground access to each site**

| Location            | Tube Stations       | Lines                                                          | Walking distance (mins) / Bus route |
|---------------------|---------------------|                                                               |------------------------------------|
| Northampton Square  | Liverpool Street    | Metropolitan, Hammersmith & City, District Line and National Rail | 205 Bus towards Eastbourne Terrace or Paddington from Bus Stop S |
|                     | Station             | Angel                                                          | 5-10 minutes walk                   |
|                     |                     | Barbican                                                       | 15-20 minutes walk, 4 Bus towards Archway Station/Macdonald Road |
|                     |                     | Farringdon                                                     | 10 minutes walk                     |
| Cass Building       | Moorgate            | Metropolitan, Hammersmith & City and Circle Lines, Northern Line City branch | 5-10 minutes walk                   |
|                     |                     | Old Street                                                     | 5-10 minutes walk                   |
|                     |                     | Barbican                                                       | 5-10 minutes walk                   |
|                     |                     | Liverpool Street                                               | 5-10 minutes walk                   |
| Gray's Inn          | Holborn             | Piccadilly and Central lines                                  | Five minutes walk from each station |
| Place (Law School)  | Chancery Lane       | Central Line                                                  |                                     |
| West Smithfield     | Barbican            | Metropolitan, Hammersmith & City and Circle Lines             | 5-10 minutes walk from each station |
|                     | Farringdon          | Metropolitan, Hammersmith & City and Circle Lines             |                                     |
|                     | St Pauls            | Central Line                                                  |                                     |
| Whitechapel         | Whitechapel         | District, Hammersmith & City and East London lines.           | Less than 5 minutes walk           |
Surface Rail

2.4.35 The nearest surface rail stations are 20 minutes walk from any of the sites.

Arrangements for business travel

2.4.36 The following excerpts are relevant paragraphs from the University’s business travel policy.
   - “When booking and authorising travel, the overriding criteria should be whether the journey or associated costs are affordable from the agreed budget.
   - All proposals for domestic air travel must be cost and environmentally justified in comparison with other forms of transport, such as rail travel, taking into account both the cost of the travel itself and any associated costs, such as time spent travelling, and any associated subsistence and accommodation costs.
   - For financial and environmental reasons, all journeys other than local journeys should ideally be made by rail (or coach).”

By Car

2.4.37 There is a policy stipulating car use during the course of work which is outlined below. Staff are not required to have access to a car during the working day. The University does not provide company cars for staff.
   - “Public transport should be used wherever this is practical. Where it is not practical to use public transport, travel by car is allowed.
   - The current allowable cost per mile for staff using their own cars is 32p per mile up to 10,000 miles per tax year and 25p per mile thereafter (change at 10,000 miles due to IR Regulations).
   - The central London congestion charge fee or similar will not be claimable unless it is absolutely essential that a car is brought into the charge zone for University purposes.”

By Cycle

2.4.38 There are currently no pool cycles available for staff. Staff cannot claim mileage as a business expense. The University’s cycle policy states:
   - “The use of bicycles for business travel has been explored; there are H&S and duty of care issues around the use of cycles for business travel. It is not currently permitted to claim travel expenses of any kind for bicycle related costs. The use of bicycles for business travel is therefore not currently recommended.”

Reducing the need to travel during the course of business

2.4.39 The University adopts a number of ‘smart’ working practices including teleconferencing, audio-conferencing and hot-desking.
Deliveries

2.4.40 There are approximately 100 deliveries to the main site each week. Most deliveries are to the Basement roadway which has a security gate and leads to the underground storage facility.

2.4.41 Most deliveries to the University consist of:
- Building supplies and furnishings
- Engineering School equipment
- Post
- Catering supplies
- Printing supplies
- Office supplies
- Office drinking water

2.4.42 There are off-street loading facilities at Northampton Square, accessed off Spencer Street.

Reducing the need to travel to work

2.4.43 Many staff work flexi-time or are able to work from home. The University also offers the staff the possibility to work a compressed working week. These are the main policies which can help reduce the need to travel to work.

Travel during the day

2.4.44 In terms of travel during the day, each of the sites has good access to nearby shops which include a variety of services such as banks, post offices, lunch food and other shopping opportunities.

2.4.45 There is a bookstore on site at Northampton Square.

2.4.46 Most other travel during the day is inter-site travel for business which is covered in the Business travel section of this Travel Plan.

Travel information/planning

For employees

2.4.47 The University provides good travel information via its website (http://www.city.ac.uk/maps/northamptonsquare/index.html) and intranet site. This includes all train, tube, bus, walking, cycling and car information. However, links to the Travel Plan pages need to be made more explicit from the home page.

2.4.48 The Travel Plan Coordinator also provides travel information for employees and students.

2.4.49 The map of the University is included in Appendix 5 to this document.

For new recruits

2.4.50 There are approximately 230 new recruits to the organisation every year. Information about travelling to the site is sent with the invitation to interview and a map provided. However, travelling to work and business travel are not discussed as part of the interview process.
2.4.51 The Induction Pack for new staff includes information about travelling to work and for work.

For visitors
2.4.52 Travel and access information for visitors is provided via the university website.

2.5 Staff travel surveys
2.5.1 A staff travel survey was undertaken for our employees between June and September 2009. The survey was sent to 2126 employees and achieved a 32% response rate. A hard copy of the questionnaire used can be found in Appendix 2.
2.5.2 A summary of the travel survey findings can be found in Appendix 3. Key findings are set out below.

How Staff Travel to work
2.5.3 When asked about ways of travelling to work, staff were asked to record each ‘leg’ of their journey. This has given us a good insight into the proportion of staff who travel by car and by sustainable means respectively for part or the whole of their journey to work.
2.5.4 The survey showed that approximately 2.5% of staff travel by car for part of their journey (for instance, to reach a rail station) and that approximately 1.6% do so in a car alone for the main part of their journey.
2.5.5 The main types of transport used by staff to reach our site have been calculated from our survey results and are shown in Chart 2.1. These correspond to the mode which each staff member uses for the longest amount of time during their journey to work.

Chart 2.1: Main modes of travel to work

Main Mode of Travel - TRIP MODE

- Foot/Walk [91, 13.34%]
- Underground (Tube) [128, 18.77%]
- Tram [11] [0.16%]
- Car Share [as Driver] [5, 0.74%]
- Car Share [as Passenger] [5, 0.74%]
- Motorcycle [0, 0.00%]
- Bicycle [71, 10.41%]
- Train [76, 10.92%]
- Bus [15, 2.18%]
- Car Share [as Driver - Alone] [11, 1.61%]
- Other Mode [29, 4.25%]
2.5.6 The results show that for most staff, public transport is their main mode of travel to work (68.62% in total). Only 0.15% car share to work. Cycling is higher than the national average at 10.41%. This would indicate that site location and provision of car parking have a significant impact on how staff travel to work. Comments made by staff during the staff well-being day (when 70 surveys were completed) indicate that some staff find the traffic on the roads too busy for cycling.

2.5.7 Scope to reduce car trips to work is therefore minimal. However, there is scope to increase the number of people cycling to work and abstract from the number of people taking public transport to work. The main reasons given in the survey for people not cycling to work were:

- Safety
- Need for better cycle routes
- Need for more cycle facilities on site such as showers and lockers
- Better cycling facilities at stations to lock up bikes.

**Why staff travel in this way**

2.5.8 Reasons for travelling by different modes can be useful in informing Travel Plan measures so we asked staff about their primary reason for using the type of transport that they travel using for the longest amount of time during their journey to work. A comprehensive summary of their responses can be found in Appendix 3 and particular points to note by mode are summarised below. Charts 2.2 show a summary of responses.
Workplace Travel Plan Template

Walk

- Convenience
- Time Savings
- Cost
- Availability
- Satisfy work need/commitments
- Personal Safety
- Environmental reasons
- Health - disability reasons
- Dropping/collecting/caring/other...
- Health - fitness reasons
- Other

Freq. of Response

Cycle

- Convenience
- Time Savings
- Cost
- Availability
- Satisfy work need/commitments
- Personal Safety
- Environmental reasons
- Health - disability reasons
- Dropping/collecting/caring/other...
- Health - fitness reasons
- Other

Freq. of Response
Charts 2.2: Reasons for using their main modes of travel

2.5.9 From Charts 2.2 it can be seen that the following reasons are highlighted by staff for using their main mode of travel:

- Reasons for working from home: the most stated reason for working from home was convenience. Many staff travel a long distance to the university and they commented at the Staff Wellbeing Day that working from home was a good way for them to avoid the commute where possible. This is reflected in the other stated reasons of time savings and availability.

- Reasons for walking: Convenience, health and availability were cited as the main reasons for staff to walk to work. At 13% walking numbers are high compared to averages and judging from the postcode plot it might be difficult to increase this by much.

- Reasons for cycling: Convenience, time savings, cost and health were cited as the main reasons for staff to cycle to work. These benefits would work well in a staff Travel Plan marketing strategy, particularly if existing cyclists can be encouraged to discuss their experiences with other staff who might be thinking of cycling.

- Reasons for travelling by car alone: Although the same reasons were given for driving to work alone, a number of respondents also cited disability / mobility reasons which would indicate that these might be more difficult to change to another mode.

- Reasons for riding a scooter: Again, the same reasons of convenience, time savings, cost and availability were given for people riding scooters and there would be potential to encourage more people to travel to work on this mode.

- Reasons for travelling by car with others: As well as the main reasons given for all the other modes staff cited personal safety, environmental and collecting / dropping off as reasons for travelling by car with others.

- Reasons for using the underground: Convenience, time savings and availability were the main reasons for staff travelling by underground and this is not surprising given the good access to various underground stations and lines from the main sites in particular.

- Reasons for using the bus: Convenience and cost were the main reasons for using the bus.

- Reasons for using the train: Convenience and availability were the main reasons for using the train and again this was reflected in discussions with staff at the Wellbeing Day and in the ‘other’ answers on the survey, particularly for staff travelling longer distances where other modes (other than the car) were not really an option.

2.5.10 1.9% of respondents have a disability which affects their travel options and, of those, 42.9% are part of the blue badge scheme.

Where staff live

2.5.11 From the staff survey results, travel to work distances have been calculated. Chart 2.3 summarises the distances travelled to work by our staff. The chart shows that a significant proportion of staff are travelling more than six miles to work. Options to increase cycling should focus on those living up to 10 miles from work. For those living further away the
The main focus would need to be on public transport although in fact many of these will already be using public transport.

**Staff Commutes**

<table>
<thead>
<tr>
<th>Distance Travelled in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1 Mile</td>
</tr>
<tr>
<td>&lt; 2 Miles</td>
</tr>
<tr>
<td>2 to 5 Miles</td>
</tr>
<tr>
<td>6 to 10 Miles</td>
</tr>
<tr>
<td>11 to 20 Miles</td>
</tr>
<tr>
<td>&gt; 20 Miles</td>
</tr>
</tbody>
</table>

**Chart 2.3:** Distances travelled by staff to this site

2.5.12 Chart 2.4 below shows staff postcodes in London and Chart 2.5 shows all staff postcodes. These indicate that staff are travelling from very long distances including Birmingham, Coventry and Portsmouth.

**Chart 2.4:** Staff postcodes – London
2.5.13 The survey asked our staff about their normal times of arrival and departure from this site. We found that the peak staff arrival time is likely to be between 09:00 and 09:15. The peak departure time is likely to be between 17:00 and 17:15.

2.5.14 Chart 2.6 indicates where our staff park when they commute to work by car. It shows that nearly a third are dropped off by car (reflected again in discussions held with staff where in some cases partners had access to parking at their workplaces which were more convenient). Only 8% used on site parking with no parking charges. 15% used on site parking but had to pay. A significant number park on street but do not pay parking charges. It is unclear where these staff are parking since most of the parking around the main sites is regulated through the Borough Councils and charges levied.
Chart 2.6: Where staff park

How best to support public transport use?

2.5.15 We asked staff about what improvements they would most like to ideally see at our site or in the surrounding area to facilitate increased use of public transport. Staff were asked to rank different types of improvement on a scale of 1 to 4, with 1 indicating what they would most like to see. Chart 2.7 summarises the improvements which were ranked as the most important for encouraging public transport use.
Chart 2.7: Preferred measures for encouraging commuting by public transport

2.5.16 Chart 2.7 shows that most emphasis need to be put on subsidised or cheaper fares across all public transport modes. Less crowded and more reliable services would also encourage staff to travel by public transport. In fact in analysing the ‘other’ responses, many staff commented that they already use public transport and therefore ‘nothing would encourage them to use it’ more. The University already offers a staff salary sacrifice scheme but perhaps this needs to be marketed so that more staff are aware of the discounts they could access in this way.

2.5.17 Chart 2.8 shows the number of respondents who favoured each measure, regardless of whether they ranked it as their top or bottom choice.
Chart 2.8: Supported measures for encouraging commuting by public transport.

A high proportion of staff support subsidised or cheaper fares and again there is a focus on more frequent and reliable services, and related to this, less crowded services. However, this question had a much higher response rate for providing travel information at work, support for loans for season tickets, better quality waiting areas and improved security. It shows that staff actively support measures to encourage commuting by public transport, although the 'other' responses indicate that for many people, public transport is already the only real option or that they prefer to walk or cycle than to use public transport.

How best to support active travel?

2.5.18 Similarly, we asked staff about what improvements they would most like to see at our site or in the surrounding area to facilitate walking or cycling. Chart 2.9 illustrates the improvements which were preferred for encouraging walking. Chart 2.10 shows those favoured to encourage cycling.
Chart 2.9: Preferred measures for encouraging walking

2.5.19 This chart indicates that improved shower and changing facilities would encourage more people to walk to work. This includes provision of lockers and storage facilities which are very limited at present. Other improvements need to be discussed with the Borough Councils and focus on safer crossing and improving lighting. Some of the ‘other’ responses included cleaner, wider pavements and ensuring cyclists weren’t on the pavements but in fact many people who can already do walk to work.
2.5.20 As with walking, there is a desire among staff to have improved shower and changing facilities. However, secure cycle parking is also very important, as are discounts or loans for the purchase of equipment – something that should happen as part of the cycle to work scheme being introduced in July 2010.

**Supporting the use of other modes?**

2.5.21 Finally, staff were asked about what would most support motorcycling or car sharing to work. Chart 2.11 shows their responses in relation to motorcycling and Chart 2.12 in relation to car sharing.
### Chart 2.11: Favoured measures for supporting use of motorcycles

2.5.22 Interestingly the vast majority said there was nothing that would encourage them to motorcycle to work. For those that could be encouraged however, the key issues of importance were secure parking (reflected in the site audit with very little motorcycle specific parking off-street) and discounts or loans for the purchase of equipment.
2.5.23 The most important incentive to help people car share is to find a car share partner. The University currently does not have a car share database or promote any of the other existing car share databases. Incentives for car sharing had a reasonably high response as a second choice. However, by far the majority of people said nothing would encourage them to car share, reflecting the low numbers of people travelling by car at present and the difficulty in reaching the sites by car. People commented that public transport is excellent; they don’t own a car or don’t wish to drive to work at all.

**Relative support for measures to encourage different modes**

2.5.24 The results indicate that the greatest potential for increased use, based on distance and current mode choice would be increased cycling and public transport use. Public transport use would be best encouraged by promoting the season ticket loans to staff and cycling by improving storage facilities (for both bikes and ‘gear’) and more cycle routes to encourage those staff who do not feel safe cycling on the roads.

**Travel in the course of business**

2.5.25 Our survey also explored travel within the course of our organisation’s business. Staff were asked how many days a month they travel for business. Of the 682 responses, 259 staff report that they never travel for business or generally do so less than once a month.

2.5.26 Chart 2.13 is a scatter plot showing how often those who travel more frequently than once a month on business (423 staff) report doing so.

2.5.27 The most common response was that staff typically travel on business around 0 days a month. 304 staff (45%) travel between 1 and 5 days per
month. However, the numbers travelling for business more than 10 days a month are very low, although some travel nearly every day. The vast majority of these are travelling to other City University sites within London.

Typical Frequency of Business Travel

Chart 2.13: Typical frequency of business travel

2.5.28 The locations where our staff most commonly travel in the course of work are as follows:

- Other City University sites in London – 297 respondents
- Other City University sites in the UK – 27 respondents
- Other sites outside UK – 28 respondents
- Other sites outside City University – 267 respondents.

2.5.29 The response to this question showed some confusion as to its meaning as City University does not have sites outside of London and in fact the ‘other’ answers given include ‘other universities’ or ‘all over the country’. There were no particularly high flows to any one location. Trips outside of the UK were to recruitment fairs or to international conferences.

2.5.30 Chart 2.14 shows the usual main mode of travel used by our staff to undertake journeys in the course of work.
Chart 2.14: Usual main modes of travel for business

[Main mode in this case means the mode which is used for the most time during the journey]

2.5.31 It can be seen that walking, cycling and public transport use constitute nearly 75% of all business trips. International travel (mode shown as ‘other’ in the chart above) is mainly air travel. Only one member of staff stated that they used the Eurostar for international travel. Only 2% of respondents were single occupants as car drivers and less than 1% car shared.

Scope for a reduction in single occupancy trips

2.5.32 Staff who currently drive on business journeys were asked to indicate what could be done to encourage travel by another, more sustainable mode of transport. They were asked to tick up to four measures that they would support. Their responses are shown in Chart 2.15.
Workplace Travel Plan Template

Chart 2.15: What could be done to reduce single occupancy business miles?

2.5.33 At 2% single occupancy business miles are extremely low and it would be difficult to reduce this much further although promotion of video and telephone conferencing could have some influence as could financial incentives or making it easier for staff to travel by train (such as purchasing their tickets for them). As most international travel is to Europe, there may be scope to increase the number of people travelling by Eurostar, with appropriate encouragement. However, this may be dependent on specific location and amount of time available if this option is to be pursued realistically. It would be more appropriate to focus on reducing the amount of international travel where possible.

2.5.34 More specifically, staff were asked about whether they currently use certain ‘smarter’ working practices to reduce the need to travel to work or during the course of business. Their responses are set out in Table 2.8.
Table 2.8: Current use of and potential for ‘smarter’ working practices

<table>
<thead>
<tr>
<th>Staff view</th>
<th>Practice/ measure</th>
<th>Telephone conferencing</th>
<th>Video conferencing</th>
<th>Flexi-working</th>
<th>Compressed working week</th>
<th>Home working</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td>Currently do so</td>
<td>169</td>
<td>24.8%</td>
<td>50</td>
<td>7.3%</td>
<td>194</td>
<td>28.4%</td>
</tr>
<tr>
<td>Very realistic</td>
<td>63</td>
<td>9.2%</td>
<td>69</td>
<td>10.1%</td>
<td>153</td>
<td>22.4%</td>
</tr>
<tr>
<td>Possibly realistic</td>
<td>198</td>
<td>29.0%</td>
<td>237</td>
<td>34.8%</td>
<td>193</td>
<td>28.3%</td>
</tr>
<tr>
<td>Not realistic</td>
<td>252</td>
<td>37.0%</td>
<td>326</td>
<td>47.8%</td>
<td>142</td>
<td>20.8%</td>
</tr>
</tbody>
</table>

2.5.35 Question 15 of the staff survey also asked specifically about home working. Staff were asked about how interested they would be in doing so, should the opportunity be offered to them. Responses were as follows:

- Very likely to want to work from home: 46.8 %
- Likely to want to work from home: 28.0 %
- Not likely to want to work from home: 11.4 %
- Not appropriate for my job: 13.8 %.

2.5.36 Given that a significant proportion of respondents are academic staff, it is not surprising that around a fifth said that working from home would not be realistic for them. This counts also for staff in catering, security and facilities management.

2.5.37 The University already offers staff the ability to work from home, tele and video conference. More information could be provided to staff on these options, particularly through the staff induction programme.

**Car based trips during the working day**

2.5.38 Finally, we asked staff about whether they use their car for non-work purposes during the working day. This question only applied to those who arrive at or near to the site by car. 53 staff said that they do use their car for such purposes during the day.

2.5.39 Staff were then asked about which facilities they would use during the day, if they were available at or near the site. The implication is that this might reduce the need for car travel during the day. Responses are shown in Chart 2.16.
All of the services are already available at or near the site. The Travel Plan could provide staff with more information to help them find these local services. For instance, a location map could be produced for each site indicating local ATMs, shops, post offices, dry cleaning. This could be made available on the staff intranet site.

City University intends to undertake a student travel survey in September 2010. It is intended that the survey will again be online, using i-trace and that the results will be fed into the next iteration of this Travel Plan.
3. Objectives, Targets and Indicators

3.1 Introduction

3.1.1 The sections below articulate the overarching objectives for our Travel Plan, as well as targets which we will seek to meet over the short and medium term. It includes indicators through which we will measure progress towards meeting our targets. Further information on monitoring and review of the Travel Plan can be found in Chapter 6.

3.1.2 Objectives are the high-level aims of our Travel Plan. They give it direction and provide a focus.

3.1.3 Targets are the measurable goals by which we will assess our progress. We have set targets which we will seek to reach within the period covered by the current Travel Plan. In addition, we have set interim targets.

3.1.4 Indicators are the elements which will be measured in order to assess progress towards meeting the final and interim targets.

3.1.5 Our objectives, targets and indicators are set out below.

3.2 Objectives

3.2.1 Our objectives are:

- To reduce the proportion of staff travelling to work alone by car as their main mode from 2% to 1% by September 2014
- To increase the proportion of staff travelling to work by cycling as their main modes from 10% to 16% by September 2014
- To increase the proportion of staff travelling to work by walking as their main modes from 13% to 15% by September 2014
- To reduce the proportion of staff travelling to work by public transport (rail, bus and tram) from 69% to 62% as their main modes by September 2014
- To reduce the proportion of staff who travel on business more than once a month by 10% (from 62% to 56%) by September 2014.

<table>
<thead>
<tr>
<th>Table 3.1: Table of targets and interim targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 (no)</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>car as driver</td>
</tr>
<tr>
<td>public transport</td>
</tr>
<tr>
<td>walking</td>
</tr>
<tr>
<td>cycling</td>
</tr>
<tr>
<td>travel for work</td>
</tr>
</tbody>
</table>

2 Corresponds to the mode of transport which staff use for the longest amount of time on their journey as informed through the i-TRACE annual staff travel survey process.
3.3 **Targets and indicators**

3.3.1 Our targets and indicators are set out in Table 3.2.

Table 3.2: Our targets and indicators

<table>
<thead>
<tr>
<th>No</th>
<th>Target</th>
<th>Comment/ Objective</th>
<th>Indicator</th>
<th>Baseline Value</th>
<th>Target Value(s)</th>
<th>% change</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To reduce the proportion of staff travelling to work alone by car as their main mode from 2% to 1% by September 2014.</td>
<td>Reduction in staff commuting as single occupancy car drivers is the primary objective of the Travel Plan</td>
<td>% Modal share of Car (Driver – Alone) in Main Mode of Travel – Stated Mode</td>
<td>2%</td>
<td>1%</td>
<td>-50%</td>
<td>i-TRACE annual staff travel surveys</td>
</tr>
<tr>
<td>2</td>
<td>To increase the proportion of staff travelling to work by cycling as their main modes from 10% to 13% by September 2014.</td>
<td>Increase in staff commuting by cycling is a key objective given the University’s location</td>
<td>% Modal share of Bicycle in Main Mode of Travel – Stated Mode</td>
<td>10%</td>
<td>16%</td>
<td>+60%</td>
<td>i-TRACE annual staff travel surveys</td>
</tr>
<tr>
<td>3</td>
<td>To increase the proportion of staff travelling to work by walking as their main modes from 13% to 15% by September 2014</td>
<td>Increase in staff commuting by walking is a key objective given the University’s location</td>
<td>% Modal share of Walking in Main Mode of Travel – Stated Mode</td>
<td>13%</td>
<td>15%</td>
<td>+15%</td>
<td>i-TRACE annual staff travel surveys</td>
</tr>
<tr>
<td>4</td>
<td>To reduce the proportion of staff travelling to work by public transport (rail, bus and tram) from 69% to 65% as their main modes by September 2014.</td>
<td>Reduction in staff travelling on public transport contributes to the walking and cycling objectives and helps reduce congestion on public transport</td>
<td>% Modal share of all public transport</td>
<td>69%</td>
<td>62%</td>
<td>-10%</td>
<td>i-TRACE annual staff travel surveys</td>
</tr>
<tr>
<td>5</td>
<td>To reduce the proportion of staff who travel on business more than once a month by 10% (from 62% to 56%) by September 2014</td>
<td>Reduction in the frequency of business travel is a secondary objective of the Travel Plan</td>
<td>% of staff who typically travel for business more than once per month on average</td>
<td>62%</td>
<td>56%</td>
<td>-10%</td>
<td>i-TRACE annual staff travel surveys</td>
</tr>
<tr>
<td>No</td>
<td>Target</td>
<td>Comment/ Objective</td>
<td>Indicator</td>
<td>Baseline Value</td>
<td>Target Value(s)</td>
<td>% change</td>
<td>Measured by</td>
</tr>
<tr>
<td>----</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------</td>
<td>-----------------</td>
<td>----------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Introduction of Cycle to Work Scheme by July 2010</td>
<td>Supports increase in cycling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Availability of scheme</td>
</tr>
<tr>
<td>2</td>
<td>Increase availability of lockers for walkers and cyclists from 48 to 100 by September 2010</td>
<td>Supports increase in cycling and walking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of lockers</td>
</tr>
<tr>
<td>3</td>
<td>Review all staff travel information to include smarter working practices and walking / cycling information by September 2010.</td>
<td>Supports increase in cycling and walking and reduction in business travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Information available</td>
</tr>
<tr>
<td>4</td>
<td>Increase number of secure cycle stands by another 50 by April 2011</td>
<td>Supports increase in cycling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Implement student travel survey by September 2010.</td>
<td>A key aim of the Travel Plan is to include students as well as staff.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Survey completed</td>
</tr>
<tr>
<td>6</td>
<td>Promote tele and video conferencing via staff induction and intranet site and staff newsletter</td>
<td>Supports decrease in inter-site business travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Number of staff using tele and video conferencing</td>
</tr>
</tbody>
</table>
4. Travel Plan Strategy

4.1 Introduction

4.1.1 A Travel Plan strategy that sets out clearly the stages by which the Travel Plan will be developed and implemented is very important. Elements of a Travel Plan strategy usually relate to:

- Securing the resources (including time) that are necessary to develop and implement the Travel Plan
- Consulting and educating staff
- Identifying and engaging with partners.

4.1.2 Our strategy is set out within the remainder of this chapter. It discusses how our plan will be managed and marketed, as well as who our key partners will be.

4.2 Managing the plan: roles and responsibilities

Senior management support

4.2.2 Our Travel Plan has the support of senior management. Julius Weinberg, Acting Vice Chancellor, is the management 'champion' for the Travel Plan. He will have ultimate sign off for the Travel Plan at the University. He sits on the University’s Sustainability Group.

Travel Plan Coordinator

4.2.3 All Travel Plans are dependent on a nominated individual being given time and resources for success to occur. Dawn White, the University’s Environmental Officer, is responsible for overseeing and implementing the various measures outlined in this Travel Plan. Approximately 8 hours of Dawn’s time per week are dedicated to implementing the Travel Plan.

Travel Plan Working Group

4.2.4 A steering or reference group is also important to the success of a Travel Plan. It ensures that different stakeholders within (and sometimes beyond) an organisation are represented during the plan’s development and can contribute towards the identification and implementation of strategies that span across many areas of interest. The group allows opportunities for the sharing of knowledge, experience, valuable information and contacts.

4.2.1 Our plan is overseen by a Travel Plan Working Group set up specifically to oversee and implement the Travel Plan. The Working Group has had two meetings already and was set up in August 2009. Meetings will be held on a quarterly basis, but more frequently if required.

4.2.2 The group is comprised of representatives of all the major departments of the university including Human Resources, Facilities, Security, Academic and Administrative functions, as well as Student Union.

4.2.3 The Working Group terms of reference are attached as Appendix 6 to this document.

4.2.4 The Travel Plan Working Group shall report into the Sustainability Group via the Environmental Officer. The University has an Environmental Champions network with over 90 staff on it across all buildings.
4.2.5 The role and purpose of the group is to oversee and implement the Travel Plan, each person taking responsibility for different elements of the Action Plan.

**Partners and stakeholders**

4.2.6 Travel plans need partnerships for success. Organisations/developers need to work with a number of partners and internal stakeholders during the implementation process. It is expected that all partners will make an active contribution to the process. Dawn White, the Environmental Officer, will be a central figure in establishing partnerships and maintaining links and lines of communication. Our key partners and their roles are discussed below.

- **TfL Workplace Travel Plan Relationship Manager** – was David Helmore, now Michael Tarrega. Responsible for overseeing the development of the plan through the ‘A new way to work’ scheme and for providing funding for the ‘Quick Win’ measure. Responsible for supporting the business with advice and assistance on general Travel Planning implementation issues.

- **Sub Regional Travel Plan Coordinator** – Simon Lowe. Responsible for supporting the business with advice and assistance on local Travel Planning issues e.g. CPZ, car share parking provision and provision of dedicated travel information for staff.

- **Borough Travel Plan Officer, Nathan Kaczmarski.** Responsible for providing local and support information on events such as Bike to Work, Car Free Days and maps / giveaways for staff.

4.2.7 Similarly, it is important that Travel Plans have the support of internal stakeholders, including the staff and other site users who stand to benefit from and be affected by the plan. Stakeholders are often engaged through a steering/reference group or through staff working or focus groups. Key stakeholders for our Travel Plan are:

- **Staff** – engaged through the staff Wellbeing Day and Travel Plan events, intranet and email bulletins as informed by the marketing strategy and consulted through annual staff surveys and regular meetings of mode specific working groups

- **Visitors** – engaged through the internet site and information to be provided sent directly to them as appropriate

- **Students/ student council** – to be engaged once the student travel survey has been undertaken. Represented on the Working Group by Student Union reps and Services for Students

- **Human Resources, Finance and Marketing/Communications teams all represented through the Working Group.**

4.3 **Marketing**

4.3.1 Marketing and awareness raising strategies form an important part of all Travel Plans. They cover both the involvement/engagement of staff and awareness raising about travel options and the benefits of more sustainable or efficient travel.

4.3.2 Our Travel Plan will be marketed to:
Workplace Travel Plan Template

- Our management; through the engagement of Acting Vice-Chancellor Julius Weinberg and through reports presented to management by the Travel Plan Coordinator, Dawn White
- Our staff; through the staff intranet site, direct emails, newsletters, competitions, awareness days, posters and leaflets
- Our visitors; through the internet site, and information sent out directly to them
- The general public and students; through the internet site, student newsletter, emails and awareness days.

4.3.3 The following actions will be taken to launch and raise awareness of the Travel Plan:

- To raise awareness of the Travel Plan prior to the launch an email communication will be sent to staff summarising the results of the staff travel survey.
- A launch of the Travel Plan will be organised by the Travel Plan Co-ordinator to coincide with the introduction of the first visible measures that will benefit staff (e.g. the new bicycle racks or lockers etc).
- Online travel information points will be updated to include links to cycling, walking and car sharing information.
- A dedicated Travel Plan notice board will be set up in a suitable location. This notice board will be used to display any further information following the launch of the Travel Plan and to update staff on the progress of the plan, including specific targets achieved.
- As further measures are introduced they will be promoted to staff via email bulletins and through the intranet and also via flyers and leaflets and on themed posters around the building.
- Job applicants will be made aware of the Travel Plan when they are invited to interview. If successful, each new employee will be provided with travel and policy information upon commencement of employment.
- City University will work with the three Borough Councils to promote specific events such as Sustainability Week, National Liftshare Day, National Bike Week, Bike2Work Days, In Town Without My Car and any local events organised by the Borough Councils.

4.3.4 The marketing strategy will be developed to include a plan for branding the Travel Plan and with more detailed timescales and milestones for delivery and development of the promotional measures detailed above.
5. **Package of Measures for Employees**

5.1 **Introduction**

5.1.1 The main core of a Travel Plan its package of measures, which can be comprised of a mixture of different kinds of actions, incentives and infrastructural improvements. Measures included range from motivational, for awareness raising or for information provision to other forms of support such as financial incentives or loans to remove barriers to sustainable travel.

5.1.2 This chapter sets out the package of measures which we will introduce in order to influence employee travel to/from our site, both for commuting and in the course of our business. Measures we have already introduced were discussed in Chapter 2.

5.2 **Walking**

5.2.1 Both cycling and walking are almost always encouraged within a Travel Plan. Walking is the most sustainable methods of travel, has a number of proven health benefits and is an important source of personal freedom. Walking is important for the vast majority of people, including those using public transport or without access to a car. It potentially has an important role to play in journeys to work, particularly for those living within two miles of their workplace. Walking is free and offers predictable journeys. Furthermore, it does not cause negative impacts in the same manner as vehicular travel (e.g. emissions, pollutants, severance etc). As for cycling, walking is a form of active travel, which can offer a range of physical and psychological benefits to the individual.

5.2.2 We will be encouraging walking to work through the following measures:

- Provision of lockers/storage areas in key locations throughout main buildings
- Investigating the installation of more showers
- Marketing the benefits of walking (e.g. health benefits) through Staff Wellbeing Day, newsletter, emails etc
- Setting up a Walking Buddies Group for staff who may currently either be unsure of the best routes or may not feel safe walking alone (particularly in winter when it is dark on the way to and from work)
- Working with the Borough councils to improve walking signage to and from the University’s main campuses to local tube or mainline rail stations
- Provision of maps to staff highlighting the best walking routes including distance and time
- Offering self-defence training to all staff to encourage walking
- Provision of personal security alarms.

5.3 **Cycling**

5.3.1 Cycling is cheap, offers reliable journey times and is environmentally friendly. Within the workplace, encouragement of cycling can lead to a healthier, more productive work force. The London Cycling Action Plan incorporates an aim to achieve an 80% increase in cycling by 2010.
5.3.2 A link has been identified between car growth and obesity, with both trends increasing at a similar rate between 1985 and 2000. Travel Plans can offer substantial health benefits to individuals who are motivated to complete more journeys on foot or by cycle. In turn, employers can benefit through increased productivity and reduced absence through illness.

5.3.3 Active travel is a means by which people can fit exercise into their busy lives and has been shown to have both physical and psychological benefits, including improved concentration upon arrival at their destination. The health benefits of cycling outweigh the risk of accidental death whilst cycling by a ratio of 20:1. A Travel Plan can offer benefits through the role of active travel in helping to: prevent diabetes, reduce the risk of colon cancer, prevent high blood pressure, decrease the risk of Coronary Heart Disease, control body weight, and prevent osteoporosis.

5.3.4 We will be encouraging, supporting and facilitating cycling to our site through the following measures:

- Working with the Borough Councils to seek improvements to offsite cycle routes/lanes
- Provision of new secure and covered cycle parking, as outlined in the University’s Master Plan for the Northampton site and locations to be identified at each other site
- Improvements to current cycle parking where shelters can be erected
- Provision of new lockers/ storage in main buildings. Lockers to be appropriate size to allow people to store clothing and equipment such as helmets and panniers
- Investigation of improvements to showers
- Introduction of the Cycle to Work scheme for employees including discounts on cycle and accessory purchases
- Working with the Borough Councils to provide adult cycle training
- Annual cycle challenge in which we would like to increase participation
- Support for the existing Cyclist users group
- Marketing of cycling (e.g. health aspects) through Staff Wellbeing Day, newsletters and emails. Encourage existing cyclists to act as champions to market cycling to others
- Negotiate discounts with local cycle retailers so that staff can easily access cycle accessories
- Encourage cycling for business trips getting agreement to cycle mileage payment, and publicising this to staff
- Provision of pool bikes at key buildings for inter-site travel
- Participate in national events such as Bike Week and provide free breakfasts to cyclists to encourage people to try cycling to work
- Participate in the Borough Council’s Cycle 50% Challenge each year, in which staff are asked to cycle to work at least 50% of the days over a 4 week period and are offered full support including a free bike, accessories, training and advice.
5.4 Public transport access

5.4.1 Increased use of public transport is a fundamental aspect of the Government’s sustainable transport strategy and is particularly important in London where we have the greatest levels of provision in the country. The benefits of travelling by public transport can include:

- No need to park
- Traffic free routes (with rail or bus priority existing)
- No need to pay the London Congestion charge
- Being able to relax, read or work (particularly for business travel during the day).

5.4.2 It is important to recognise that, where possible, walking and cycling are usually favourable to public transport because they have fewer environmental impacts and offer health benefits. Nevertheless, public transport remains important, particularly for journeys to work of more than 5 miles (8km). However, with the high numbers of staff already using public transport, an aim of this Travel Plan is to increase the number of people walking and cycling. Public transport will be promoted primarily for inter-site travel and other travel for business, particularly continental travel.

5.4.3 The sections below highlight the measures which we propose to introduce to encourage and support the use of public transport for commuting to our site and for business travel.

All public transport: Underground, bus and rail

Some of the possible measures that will be used to encourage public transport use include:

- Continue to offer rail and bus season ticket loans
- Improvements to pedestrian linkages to the nearest bus, tube and rail stop(s) particularly pedestrian signage showing distance and time
- Encourage staff to book trips on Eurostar for continental travel where this is appropriate
- Provide information to staff about the best way to travel between sites using public transport
- Investigate a group/team Oyster card policy.

5.5 Managing car use

5.5.1 It is important that car use and parking are managed in association with a Travel Plan. Sometimes this is necessary to alleviate problems of parking stress on or around a site, perhaps as the result of increased demand arising from a new development proposal. Better management can help to ensure more efficient and equitable use of spaces, particularly since parking is usually a subsidised resource (the provision and maintenance costs of which are often not borne or fully borne by staff). Our proposals for encouraging more efficient car use for commuting to our site are set out below.

Car Parking

5.5.2 Car parking will continue to be managed as it has been with the current policy of allocating car park spaces.
5.5.3 **Car Sharing**

‘Car Sharing’ refers to a situation where two or more people travel by car together, for all or part of the car trip.

5.5.4 Car sharing will be encouraged by marketing any TfL scheme to all staff through the University’s intranet site.

5.5.5 Staff will be encouraged to car share on business trips where more than one staff member is travelling and where they are not able to travel by train or other sustainable means.

5.6 **Powered two wheelers**

5.6.1 The Mayor’s Transport Strategy reports that motorcycles, mopeds and scooters represent a small proportion of travel, although numbers licensed have increased.

5.6.2 Powered two wheelers have both benefits and disadvantages as compared to travel by private car and by more sustainable modes. As a result, they do not always feature within a Travel Plan and greater effort is generally expended promoting other, more sustainable modes.

5.6.3 One issue with powered two wheelers is that motorcycle casualty rates are substantially higher than for other forms of road transport. In addition, motorcycles can generate relatively more pollution and noise than private cars and other forms of transport. More positively, motorcycles, mopeds and scooters can offer quick, relatively low cost private transport and are more space and fuel efficient than cars.

5.6.4 As a result, the Mayor’s Transport Strategy reports that accident analysis and reduction programmes are important. In addition, it advises that more motorcycle parking should be provided in locations of high demand.

5.6.5 Use of powered two wheelers will be further encouraged through:

- Improved, dedicated parking including CCTV where possible
- Access to improved lockers and storage facilities, ensuring the lockers are large enough to store motorcycle helmets and protective clothing
- Access to improved shower facilities
- Investigation into the provision of safety and rider training for powered two wheeler (PTW) users
- Advice and encouragement for PTW users to choose more environmentally friendly vehicles and smaller, more practical bikes (e.g. electric scooters).

5.7 **Reducing the need to travel**

5.7.1 A good Travel Plan looks beyond opportunities for modal shift towards lower impact modes and incorporates a review of the overall operation of the organisation to identify means by which it is possible to improve efficiency and to reduce the need to travel overall, particularly by car. This section summarises the measures which we will introduce to reduce the need to travel both to our site and also in the course of work.

5.7.2 **Recruitment And Relocation**

Recruitment is a good time to influence people’s travel behaviour and mode choice. At recruitment, potential employees will be encouraged to travel sustainably through:
Workplace Travel Plan Template

- Provision of information on how to get to the University by public transport, walking and cycling
- Information sent out to new employees regarding the University Travel Plan, including policies on business travel.

Reducing The Need To Travel To Work

5.7.3 City University already provides a range of ‘smart’ working practices for staff such as flexitime, teleworking, compressed working weeks and homeworking.

5.7.4 These options will be further marketed to staff and staff encouraged to make use of these where appropriate.

Travel during the working day

5.7.5 Staff occasionally need to travel during the working day. Trips might include visits to the bank, or to buy food. There are a number of services available on site at the main campus and the other campuses have good access to services such as banks, post offices and food nearby.

5.7.6 Staff will be encouraged to make use of these and not to drive through the course of the working day by improving the information that is available to them on the staff internet site.

5.8 Business travel

5.8.1 The following section sets out measures by which we will seek to reduce car use for business purposes.

5.8.2 62% of staff need to travel for work during the working day, many of them more than once a month. One of the main aims of the Travel Plan is to reduce the number of trips made by staff for work, and where possible, to encourage all trips to be by sustainable modes.

5.8.3 The University encourages this through the provision of teleconferencing, audio/video conferencing, and hot desking at different sites.

Policy

5.8.4 The University has a business travel policy (see Appendix 4) which outlines what modes of travel staff should use where appropriate. Use of the car for business travel is already very low but there is significant use of air travel for trips to the continent and further afield. Clearly the longer trips cannot be replaced by sustainable modes so the focus would need to be on whether the trip needs to be made or not.

5.8.5 It is a key aspect of University life that academics are expected to attend overseas conferences to promote the research of the University. Also, staff travel oversees to recruitment fairs – this is particularly the case as the University has a large overseas student body.

5.8.6 However, the mode share of sustainable modes for business travel will be improved through the introduction of the following measures:

- As the current business travel policy does not allow the use of bicycles for business trips, this is the main area that will be investigated for this Travel Plan.
- Encourage staff to make greater use of the Eurostar for continental trips. This will aim to reduce the proportion of air travel for business travel.
The Travel Plan Coordinator will raise the possibility of paying a ‘carbon tax’ on all air travel.

Encourage staff to organise meetings at venues with good public transport and cycling access and to publicise how to get to the meetings sustainably to all attendees.

Review all travel allowances and reimbursement processes to ensure equity across all modes, including investigating the option of decreasing the car mileage allowance to encourage the use of public transport and cycling.

Develop a more effective means of measuring, analysing and reporting business travel (including modes of travel, fuel use and engine size where cars are used).

Review taxi services and aim to use green taxis.

Investigate the possibility of providing pool bikes for inter-site travel and other business trips.

5.9 Travel information and planning

5.9.1 Complete and easy to understand information about travel information is an essential ingredient for a Travel Plan, since the first step towards behavioural change is for an individual to understand and consider the options which are realistically available to him/her and the benefits/disadvantages of each. One barrier to behavioural change is not knowing about these options. Equally, it is unrealistic to expect behavioural change where there are no viable alternatives. This is why baseline surveys and assessments are important elements in the Travel Planning process.

5.9.2 As well as the maps and travel information identified in the marketing section above, we will promote the valuable Travel Planning resources which are already available from TfL. These include the online journey planner and real time travel information available at www.tfl.gov.uk.

5.9.3 Links to these pages and to cycling and walking information are included on the University’s internet and intranet sites.

5.9.4 The TfL website also offers detailed information on ticketing, routes, services and any disruptions. The online journey planner and real time information facilities are available at:

- Real time information: http://www.tfl.gov.uk/tfl/service_rt_all.shtml
6. Monitoring and Review

6.1 Introduction

6.1.1 Our Travel Plan is a continuous process for improvement, requiring monitoring, review and revision to ensure it remains relevant to our organisation and those using this site. This document sets out our proposals for monitoring and review of the Travel Plan over the next 5 years.

6.1.2 In line with Transport for London’s i-TRACE monitoring procedures, we will undertake monitoring of our travel survey every year. In year five, or perhaps sooner if the need arises, we will review our Travel Plan and targets and will set new objectives, targets and measures where appropriate.

6.1.3 This section sets out the specific monitoring proposals associated with our site and the means by which we will assess progress towards our targets.

6.2 Monitoring plan

6.2.1 Table 6.1 summarises our monitoring plan, including the data collection activities which will be undertaken and when these will occur. Specific types of information/indicators which will be measured through each activity (see Chapter 3) are also identified.

Table 6.1: Monitoring plan

<table>
<thead>
<tr>
<th>Data collection/reporting exercise</th>
<th>Key information</th>
<th>When/ how frequently</th>
<th>By whom</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline staff travel survey</td>
<td>Modal share for staff travel for commuting and business purposes</td>
<td>Completed between July and September 2009</td>
<td>Travel Plan Coordinator &amp; Sub Regional Travel Plan Coordinator through i-TRACE</td>
<td>32% response rate achieved results provided in Appendix 3 of this document</td>
</tr>
<tr>
<td>Annual staff travel survey</td>
<td>Modal share for staff travel for commuting and business purposes</td>
<td>Completed February 2011, 2012, 2013 &amp; 2014</td>
<td>Travel Plan Coordinator through i-TRACE</td>
<td>Results of survey generated by i-TRACE and fed into monitoring report</td>
</tr>
<tr>
<td>Annual monitoring reports</td>
<td>Changes in modal share for staff travel for commuting and business purposes and delivery of ‘action’ type targets</td>
<td>Completed in April 2011, 2012, 2013 &amp; 2014</td>
<td>Travel Plan Coordinator</td>
<td>Recommendations made for revisions to the Travel Plan</td>
</tr>
<tr>
<td>Annual revisions to Travel Plan</td>
<td>Revised Travel Plan objectives, targets and measures where appropriate</td>
<td>Completed in May 2011, 2012, 2013 &amp; 2014</td>
<td>Travel Plan Coordinator</td>
<td>Continual revisions made to ensure Travel Plan remains relevant</td>
</tr>
</tbody>
</table>
6.3 Reporting

6.3.1 The results of our travel surveys and of any review of the Travel Plan will be reported to the following groups on an annual basis:

- Travel Plan Working Group
- University Sustainability Group
- Workplace Travel Plan Relationship Manager
- Borough Workplace Travel Plan Officer
- Sub Regional Travel Plan Coordinator.

6.3.2 As appropriate, we will also disseminate key survey and/or monitoring findings amongst our staff.
7. **Action Plan**

7.1 **Introduction**

7.1.1 This chapter draws together our proposals for Travel Plan implementation, monitoring and review. The actions which we will take are summarised in our action plan, which indicates how the various elements of the plan will be drawn together and how we will prioritise our actions.

7.2 **Action Plan**

7.2.1 Table 7.1 contains our action plan.

<table>
<thead>
<tr>
<th>When</th>
<th>Activity</th>
<th>By whom</th>
</tr>
</thead>
<tbody>
<tr>
<td>June – September 2009</td>
<td>Baseline staff travel survey completed by staff</td>
<td>Dawn White, CU and David Helmore TFL</td>
</tr>
<tr>
<td>August 2009</td>
<td>Working Group established</td>
<td>Dawn White, CU and Emilie van de Graaff, ITP</td>
</tr>
<tr>
<td>October 2009</td>
<td>Quick wins table (see below) agreed</td>
<td>Working Group</td>
</tr>
<tr>
<td>February 2010</td>
<td>Travel Plan finalised</td>
<td>Emilie van de Graaff, ITP and Dawn White, CU</td>
</tr>
<tr>
<td>March 2010</td>
<td>Finalise Marketing Plan including maps, leaflets, posters and online information</td>
<td>Dawn White and Communications team</td>
</tr>
<tr>
<td>April 2010</td>
<td>Travel Plan launched</td>
<td>Dawn White</td>
</tr>
<tr>
<td>May – June 2010</td>
<td>Work with Borough Councils on signage requirements to and from tube / mainline rail stations</td>
<td>Dawn White, Borough Council Officers</td>
</tr>
<tr>
<td>July 2010</td>
<td>Implement Quick Win measure</td>
<td>Dawn White and Facilities CU</td>
</tr>
<tr>
<td>September 2010</td>
<td>Student travel survey completed</td>
<td>Dawn White, Students Union, CU and Michael Tarrega, TFL</td>
</tr>
<tr>
<td>February 2011</td>
<td>First annual monitoring travel survey</td>
<td>Dawn White, CU and Michael Tarrega, TFL</td>
</tr>
<tr>
<td>March 2011</td>
<td>First annual monitoring report</td>
<td>Dawn White and Working Group</td>
</tr>
<tr>
<td>April 2011</td>
<td>Revisions to Travel Plan following monitoring report</td>
<td>Dawn White, CU and Michael Tarrega, TFL and Borough Council officers</td>
</tr>
</tbody>
</table>
Table 7.2 contains our Quick Wins measures ranked by priority

<table>
<thead>
<tr>
<th>Table 7.2: Quick Wins</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>Locker facilities</td>
</tr>
<tr>
<td>Secure bicycle parking</td>
</tr>
<tr>
<td>Improved shower facilities</td>
</tr>
<tr>
<td>Secure motorcycle parking</td>
</tr>
</tbody>
</table>

7.2.2 **Pilot leaflet – supplementary quick win**

7.2.3 City University have recently developed a pilot leaflet that shows all the various online sources of travel information available in the Angel/Farringdon area. Whilst this is a paper leaflet, when viewed online it will link to real time train and underground status, and show a variety of online travel planners. The pilot leaflet was well received by our students and staff alike. Instead of generic references to services, it was tailored to show for example the next arrivals at Farringdon, and the Northern line status.

7.2.4 We see value in refining the leaflet as a resource for City’s Travel Plan (by adding and tailoring the links, updating the information in partnership with TfL, etc) and producing this as a City University focussed leaflet. But the template that results will be of much wider value to other institutions across London. Simply by changing the local area references and local context, the same leaflet could be used for any other London organisation - a really innovative low cost idea of added value to TfL.

7.2.5 Hence we propose to develop a new leaflet, but share the template that results with TfL for further use in the future elsewhere. We would propose that as a future project a fully online version could then be considered, building on this template. For this additional work, developing the leaflet and template, we seek funds of £5,000.

7.2.6 **Action Plan**

7.2.7 Table 7.3 below outlines the actions to be implemented for the Travel Plan, alongside who will be responsible for them and by when they aim to achieve them.
<table>
<thead>
<tr>
<th>Activity</th>
<th>By whom</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction of Cycle to Work Scheme</td>
<td></td>
<td>July 2010</td>
</tr>
<tr>
<td>2. Increase availability of lockers for walkers and cyclists from 48 to 100</td>
<td></td>
<td>September 2010</td>
</tr>
<tr>
<td>3. Review all staff travel information to include smarter working practices and walking / cycling information</td>
<td></td>
<td>September 2010</td>
</tr>
<tr>
<td>4. Increase number of secure cycle stands by another 50</td>
<td></td>
<td>April 2011</td>
</tr>
<tr>
<td>5. Implement student travel survey</td>
<td></td>
<td>September 2010</td>
</tr>
<tr>
<td>6. Promote tele and video conferencing via staff induction and intranet site and staff newsletter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Introduce subsidised or cheaper public transport fares</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Provide information on cycle routes (Borough Council to provide maps, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Provide information on location of facilities on-site</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Provide bi-annual on-site bicycle repair service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Offer adult cycle training through local Borough Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Investigate the use of a company operating green cabs for short taxi rides for business trips</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Investigate possibility of amending business travel policy to allow people to book the train even when it's not the cheapest option.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Participate in Staff Wellbeing Day Events (See Appendix 7 for details)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 1 – Policy context

National Policy
The Government has established the need to reduce car dependency and increase travel choices through key guidance in the Transport White Paper, Road Traffic Reduction Act and the Planning Policy Guidance 13 (Transport). Of these, Planning Policy Guidance 13 (PPG 13), provides the strongest imperative for Travel Plans and any arising planning obligation. It recommends Travel Plans for various land uses, including places of work.

PPG13 (Transport) 2001 indicates that Travel Plans should be submitted alongside major planning applications, developments likely to generate a significant amount of traffic, or to generate traffic in sensitive locations (e.g. Air Quality Management Areas). They should help to deliver:

1. reductions in car usage (particularly single occupancy journeys) and increased use of public transport, walking and cycling
2. reduced traffic speeds and improved road safety and personal security particularly for pedestrians and cyclists
3. more environmentally friendly delivery and freight movements, including home delivery services.

Travel plans, or elements from them, are often secured by a planning condition or agreement. Information on planning obligations secured under Section 106 of the Town and Country Planning Act (1990) can be found in Circular 05/2005 published by the Office Of The Deputy Prime Minister (ODPM). The ODPM is now the Department for Communities and Local Government.

Regional Policy
At the regional level, Greater London has a unique arrangement for integrating transport and planning; the Mayor of London is responsible for the preparation of a Spatial Development Strategy (The London Plan) and a Transport Strategy (The Mayor’s Transport Strategy).

The London Plan
The London Plan sets the strategic framework for spatial planning in London. Policy objectives for improving accessibility within London are contained within Objective 5:

- Provide the spatial framework for the development of London's transport system to ensure that development supports the Mayor's Transport Strategy.
- Improve and expand London's public transport through increased and phased investment in services and infrastructure.
- Minimise the need to travel and the growth of journey lengths.
- Improve international, national and regional transport access to London, including airports and ports.
- Integrate development with public transport to ensure that there is a proper fit between development and the capacity of the public transport network to service it over the period on the plan, taking appropriate opportunities to intensify the use of land where current or future transport capacity allows and to connect Londoners to employment opportunities.
- Tackle congestion through levels of restraint of car use appropriate to different parts of London and the provision of alternatives, including the improvement of access on foot and cycling and better and safer facilities for pedestrians and cyclists.
- Improve the sustainable movement of freight within and around London, making more use of water and rail.
- A series of Transport polices within the London Plan seek to support Objective 5 and cover the issue of Travel Plans and Transport Assessments. In particular, Policy 3C.2 indicates that:
‘Developments with significant transport implications should include a Transport assessment and Travel Plan as part of planning applications.’

The Mayor’s Transport Strategy

The strategy complements The London Plan by providing a targeted approach to transport improvements for London. The plan indicates that Boroughs should give due weight to the following in planning decisions, where appropriate:

- that development should be planned and located with the aim of providing a range of attractive and convenient travel choices, and encouraging alternatives to car use
- the management of parking and relevant parking standards
- the need to support and enhance the role of London’s town centres by providing for sustainable access through land use planning
- the provision of developer contributions for transport measures where appropriate and reasonably related to the development proposal
- the provision of transport assessments for major new trip generating development proposals, indication that these should include information about how travel behaviour will be influenced by the proposed development and that Workplace Travel Plans should be produced where appropriate.

Local Policy

Each of the London Borough’s should reflect the London policy impetus for Travel Plans within their Local Implementation Plan and Development Plan/ Local Development Framework Policies. They will usually set out their local approach to workplace Travel Plans, as well as specific motivations and policy requirements related to their introduction in relation to developments within the Borough.
Appendix 2 – Staff survey questionnaire
Appendix 3 – Results of staff survey
Appendix 4 – University Travel Policy
Appendix 5 – Map of University (leaflet)
Appendix 6 – Working Group Terms of Reference
Appendix 7 – Wellbeing Days