ual:

University of the Arts Workplace Travel Plan

Date: February 2014

Version number: 2

Owner: Ian Lane

Approver: Steve Howe, Director of Estate

The image shown is a cycle rack that was designed at the Design Against Crime Research Centre, Central Saint Martin's College

Contents

1. Introduction

What is a Travel Plan?

A Travel Plan is a long-term site management strategy which is designed to promote access to/from a workplace using sustainable modes of transport, such as walking, cycling, public transport, and car sharing. A robust Travel Plan will improve people's awareness of the travel options available to them and encourage use of sustainable modes of transport.

Travel Plans are unique to each location. This Travel Plan will identify appropriate measures that can be applied at your workplace to ensure it is accessible by sustainable modes of travel and that your employees and visitors are aware of their sustainable travel options.

Due to the long-term nature of a Travel Plan, it should be regarded as a document that can be updated and changed as required in order to support the ongoing needs of the site. Therefore this plan will be updated annually in November of each year

Why develop a Travel Plan?

Most Local Authorities require businesses and large organisations such universities located in new developments, such as that at King's Cross, to create and monitor Travel Plans. This is to ensure employees and visitors of local businesses are aware of sustainable travel options available to them and that travel to local businesses does not negatively impact on the environment and surrounding communities. A Travel Plan also helps to support transport and sustainability policies that are in place in London and nationwide. Key policies relating to sustainable transport are listed in **Appendix 1**.

The benefits of a well-designed Travel Plan can also extend beyond site users and contribute to improvements to local air quality, noise and vibration reduction, congestion and journey times. A reduction in car usage - especially single occupancy vehicles - has a role in the wider health agenda to reduce public obesity levels and associated illnesses caused by sedentary lifestyles.

The Travel Plan can also provide numerous benefits to UAL:

✓ Cost savings
Effectively managing your organisation's travel will reduce business trips and costs associated with this (staff expenses and fleet management costs), saving your organisation money and time.

✓ A more attractive employer
Improving and increasing travel options will help you improve staff retention and recruitment by making it easier for staff to get to work. By positively supporting your employees' needs, they will be more satisfied and more productive.

✓ Enhanced environmental reputation
Demonstrating your commitment to corporate social responsibility, you'll build a better environmental reputation with staff, key stakeholders and across your local community.

✓ A healthier, more productive workforce
Promoting active travel such as walking and cycling will improve the motivation, health and fitness of your employees; this in turn can improve productivity and reduce sickness absence.

✓ **Increased site access**

By promoting greater travel choices, you'll increase your site access for staff, visitors and suppliers. This can lead to increased footfall/customer visits and decreased parking pressure.

✓ **Carbon reduction and accreditation**

A Travel Plan can help your organisation meet targets for carbon reduction and make a positive contribution to Environmental Management Systems or other environmental accreditation schemes.

How much will creating a Travel Plan cost UAL?

This travel plan has been drafted with support from Camden Council and King's Cross Central Limited Partnership, who offer a number of sustainable travel initiatives free of charge. In order to implement additional initiatives, it is up to UAL to source funding. A list of measures offered by Camden Council and King's Cross Central Limited Partnership is provided in Section 6.

What resources are available to help us develop the Travel Plan?

Camden Council

Camden Council's Sustainability team (020 7974 4444) or James Hammond at Camden Council (0207 974 2947 / james.hammond@camden.gov.uk) can provide information about sustainable travel measures offered by the council and support for undertaking travel surveys.

Greater London Authority

UAL has already benefited from financial support from the Mayor of London's Cycle Superhighway Initiative. New cycle storage has been installed at Camberwell College of Art and the London College of Communications (worth over £20,000) in the last six months.

Steering Group (Central Saint Martin's College only)

The Steering Group, which comprises representatives from each business at the site, manages travel-related initiatives for the site as a whole, including the site-wide Area Travel Plan. The Steering Group will have a good understanding of travel at the site and can provide advice for drafting your Travel Plan. They will also be able to advise on implementing sustainable travel measures available within King's Cross.

2. Structure of the UAL Travel Plan

Workplace background information (p. 5 / Section 4)
- Assessing UAL's travel facilities and initiatives
- Surveying employees to understand travel habits

Staff travel habits (p. 7 / Section 5)
- Learning how to collect baseline survey data
- Understanding how and when to undertake a travel survey

Aim, objectives, and targets (p. 12 / Section 6)
- Setting an aim and objectives to give our Travel Plan focus
- Choosing targets for each transport mode to UAL

Travel Plan measures (p. 17 / Section 7)
- Defining initiatives that will be introduced in order to achieve the objectives and targets

Action Plan (p. 19 / Section 8)
- Determining timescales and responsibility for implementation of measures
- Considering promotion of the Travel Plan measures

Monitoring Strategy (p. 21 / Section 9)
- Setting dates for review of the Travel Plan
- Assessing the progress of the Travel Plan

3. Organising and delivering the Travel Plan

Assigning a Travel Plan Co-ordinator (TPC)

Ian Lane (Head of Sustainability) will be responsible for developing, implementing and monitoring the Travel Plan at UAL. TPC activities will require 4 days per month to implement the Travel Plan, monitor progress and undertake identified activities to increase sustainable, safe travel.

What does the Travel Plan Co-ordinator role involve?

The main tasks associated with this role include:

- Acting as the key contact point for staff and the UAL Sustainability & Environment Project Board

- Developing and managing the Travel Plan

- Providing travel information to staff and promoting Travel Plan measures

- Conducting annual Travel Plan surveying, monitoring, and reviewing

- Maintaining commitment to the Travel Plan

Please insert the name and contact details of your Travel Plan Co-ordinator below:

Ian Lane
Head of Sustainability
Estates Department

University of the Arts London
Central Saint Martins College
1 Granary Square
King's Cross
London N1C 4AA

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4. Workplace background information

This section provides a summary of important information pertaining to the UAL workplace, including the number of people at the site each day, current sustainable travel initiatives offered, and travel-related facilities such as parking spaces and bicycle storage.

Staff and visitor numbers

The number of people on site(s) on an average work day:

Person	Number
Full-time staff	2,333
Contractors	circa 250
Students	circa 18,000

Current organisation initiatives

UAL currently provides the following initiatives and details of these can be found below.

UAL's current travel initiatives:

Initiative	Details
Salary sacrifice/loan scheme for public transport season tickets ☑	Available from UAL Human Resources Department
Salary sacrifice/loan scheme for bicycles	Not currently available
Salary sacrifice/loan scheme for cycling equipment	Not currently available
Salary sacrifice/loan scheme for walking equipment	Not currently available
Pool bicycles	UAL promotes the GLA 'Boris Bike'
Pool car	UAL does not own any vehicles
Car share scheme	There is limited car parking at UAL sites. What is available is reserved for contractors and disabled users
Flexible working hours/compressed work week ☑	Available from UAL Human Resources Department
Work from home provision ☑	Available from UAL Human Resources Department
Teleconferencing/videoconferencing facilities ☑	All telephones have 'voice-over IP' capability which supports video calling, conferencing calling and is accessible from any location
Travel information provided in staff induction	Included as part of the formal welcome events
Participate in national events, e.g. Bike Week, Green Week, Walk to Work Week ☑	Details are promoted via the UAL Sustainability Blog

Site facilities

Sustainable travel uptake among staff and visitors is influenced not only by proximity to major road networks, public transport, cycle routes, and quality walkways but is also affected by the transport-related facilities we provide for people once they have arrived. This section considers facilities available at UAL such as car and cycle parking and staff storage areas.

UAL's workplace's facilities:

Car park	
Number of staff parking spaces	Central Saint Martins - 0 London College of Communications - 5 Camberwell College - 0 Wimbledon - 5 Millbank - 5 LCF - 10
Number of visitor/customer parking spaces	Central Saint Martins - 0 London College of Communications - 5 Camberwell College - 0 Wimbledon - 5 Millbank - 5 LCF - 10
Number of disabled spaces	Central Saint Martins - 2 London College of Communications - 2 Camberwell College - 0 Wimbledon - 2 Millbank - 2 LCF - 2
Number of car share spaces	Central Saint Martins - 0 London College of Communications - 0 Camberwell College - 0 Wimbledon - 0 Millbank - 0 LCF - 0
Number of electric car charge points	Central Saint Martins - 0 London College of Communications - 0 Camberwell College - 0 Wimbledon - 0 Millbank - 0 LCF – 0

Cycle storage

|	
Number of cycle parking stands for staff	
Is the staff cycle parking secure/monitored?	Central Saint Martins - YES London College of Communications - NO Camberwell College - NO Wimbledon - NO Millbank - NO LCF - NO
Is the staff cycle parking covered?	Central Saint Martins - YES London College of Communications - YES Camberwell College - YES Wimbledon - NO Millbank - NO LCF - NO
Number of cycle parking stands for visitors	Central Saint Martins - 100 London College of Communications - 125 Camberwell College - 50 Wimbledon - 20 Millbank - 50 LCF - 5
Is the visitor cycle parking secure/monitored?	Central Saint Martins - YES London College of Communications - NO Camberwell College - NO Wimbledon - NO Millbank - NO LCF - NO
Is the visitor cycle parking covered?	Central Saint Martins - YES London College of Communications - YES Camberwell College - YES Wimbledon - NO Millbank - NO LCF - NO

Lockers and drying

Number of staff storage lockers	Central Saint Martins - 200 London College of Communications - NO Camberwell College - NO Wimbledon - NO Millbank - NO LCF - NO
Is there an area for staff to dry clothes?	Central Saint Martins - NO London College of Communications - NO Camberwell College - NO Wimbledon - NO Millbank - NO LCF - NO

Shower facilities	
Is there a male shower facility?	Central Saint Martins - YES London College of Communications - NO Camberwell College - NO Wimbledon - NO Millbank - YES LCF – YES (Golden Lane site only)
Is there a female shower facility?	Central Saint Martins - YES London College of Communications - NO Camberwell College - NO Wimbledon - NO Millbank - YES LCF – YES (Golden Lane site only)

5. Travel to your workplace

A key part of a Travel Plan is understanding staff travel habits. In order to learn how our students, staff and visitors are travelling or will travel to our sites and to monitor changes in travel behaviour, it is necessary to collect baseline travel data. UAL carries an annual assessment of travel habits which we return to the Higher Education Funding Council. Scope 3 carbon emissions are a key part of our carbon reduction targets. By 2020, the University will have reduced carbon emissions by 43%. In 2012/13, student and staff transport activities emitted 661,151 tonnes of carbon. The graph below shows the spread of Scope 3 emissions.
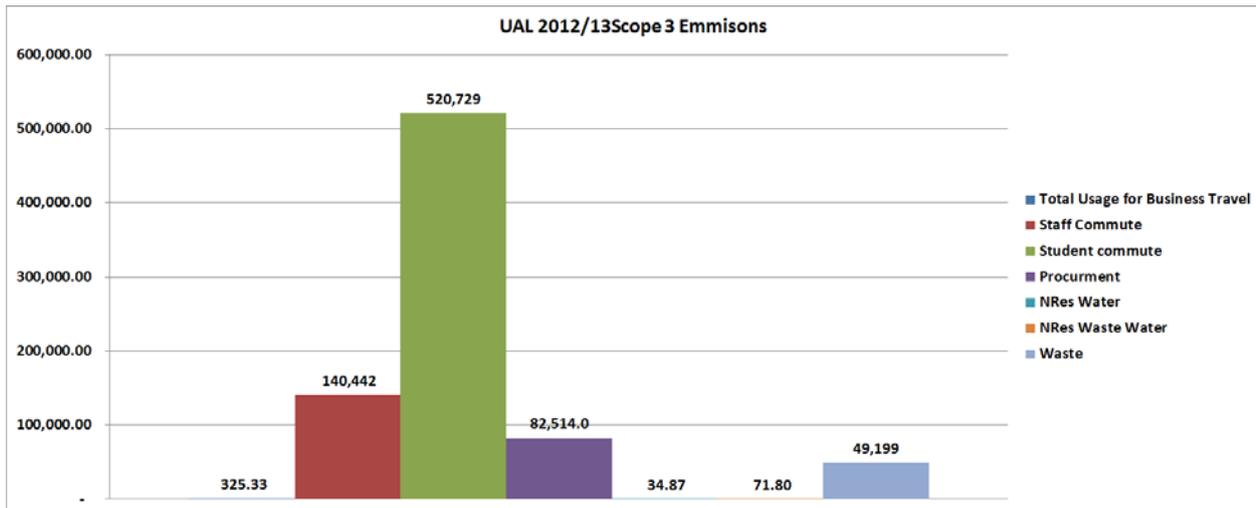
The University assessed trip rates and modal splits via Transport Assessment Survey for Central Saint Martins. To reflect travel habits across the entire University TRAVL and TRICS databases were also used. Therefore is have an approximation of what likely travel patterns will be and have a suitable baseline to work from.

When will future surveys be carried out?

It is our preference that surveys are carried out in 'neutral' months: March, April, May, June, September, or October. Repeat surveys, will be undertaken as part of the Travel Plan monitoring process (refer to Section 8 for more information), should occur in the same month in following years to ensure consistency of results.

For staff surveys, we will allow a two-week window for responses to ensure everyone is given a chance to participate (as some staff may be on holiday or out of office). Visitor surveys will be carried out during peak visitor times over the course of a week and will often require surveying on both a weekday and a weekend.

How many people should be surveyed?

UAL will aim for a minimum staff and studentresponse rate of 40% in order to ensure the data is robust and representative of your site users. Offering an incentive for completing the survey, such as a prize draw, can help us achieve this figure.

Results of our <u>staff</u> travel survey:

Survey response rate:

$\left(\dfrac{\textit{Number of survey responses}}{\textit{Total number of staff/contractors}}\right) \textit{×100}$

90%

Date of survey:

October 2013

Mode	Percentage
Walk	7%
Cycle	18%
Underground/Overground	30%
Train	36%
Bus	8%
Tram	
DLR	
Riverboat	
Drive a car alone	
Car share as driver	
Car share as passenger	
Taxi	
Motorcycle/scooter	1%
TOTAL	100%

Results of our <u>student</u> travel survey (if applicable):

Survey response rate (if known):

$$\left(\frac{\textit{Number of survey responses}}{\textit{Average weekly visitors}}\right) \times 100$$

| 10% |

Date of survey:

| October 2013 |

Mode	Percentage
Walk	7%
Cycle	18%
Underground/Overground	30%
Train	36%
Bus	8%
Tram	
DLR	
Riverboat	
Drive a car alone	
Car share as driver	
Car share as passenger	
Taxi	
Motorcycle/scooter	1%
TOTAL	100%

Deliveries

TfL is keen for Travel Plans at workplaces throughout London to also give consideration to delivery trips to workplaces. Effectively managing deliveries can help reduce peak-time congestion both on site and on surrounding roads in addition to contributing to a safer, more pleasant environment for those living and working in the area.

UAL has business-related deliveries each day. Central Saint Martin's College was surveyed and details of the number of deliveries occurring throughout an average week were recorded via delivery logs

Time	Number of deliveries	Time	Number of deliveries
Before 07:00		12:00–12:29	
07:00–07:29		12:30–12:59	
07:30–07:59		14:00–14:29	
08:00–08:29	2	14:30–14:59	2
08:30–08:59	5	15:00–15:29	1
09:00–09:29	2	15:30–15:59	1
09:30–09:59		16:00–16:29	1
10:00–10:29		16:30–16:59	1
10:30–10:59		17:00–17:29	
11:00–11:29	3	17:30–17:59	
11:30–11:59		18:00–18:29	
12:00–12:29		18:30–18:59	
12:30–12:59		After 19:00	

6. Aim, objectives, and targets

This section sets out the Travel Plan aim, objectives and targets.

Aim

The aim of the UAL Travel Plan is the overarching goal of what we want to achieve. The main purpose of any Travel Plan should be to influence behaviour change towards sustainable modes of travel. Our aims are:

- The Travel Plan recognises and seeks to support the essential travel needs of all site users. In addition to accommodating the existing needs of site users, the Travel Plan aims to promote a greater option of modes, specifically walking, cycling and public transport.

- The aim of the Travel Plan is to provide information and increase awareness of the options for travel available to staff and visitors, to ensure that appropriate and high quality infrastructure is provided for all relevant modes, and to secure and promote incentives that encourage people to choose sustainable travel, wherever practical.

- The aim of this Travel Plan is to ensure that car trips to the site are mitigated as much as possible through promoting a range of alternative travel choices and thus reduce reliance on the private car.

- That staff and students feel safe when commuting between Halls of Residence and their assigned College

Objectives

Objectives support the aim of the Travel Plan and help to give it direction and focus—they detail how the aim of the Travel Plan will be achieved.

- To raise awareness of sustainable modes of travel available to site users

- To ensure accessibility to the site for staff and visitors by all modes of travel

- To encourage active modes of travel and to emphasise the health and financial benefits of these modes

- To improve productivity by contributing to a healthier workforce through the promotion of active travel to work and on business

- To reduce the carbon footprint of our estate to help achieve our carbon reduction target and enhance our green credentials

- To comply with/support our organisation's environmental policies

- To reduce the need for off-site business travel

- To ensure that congestion on local roads is not adversely affected by users of the sites

Targets

Targets are measurable goals by which the progress of the Travel Plan will be assessed. Targets are essential for monitoring progress and the success of the Travel Plan. Targets are 'SMART': **s**pecific, **m**easurable, **a**chievable, **r**ealistic and **t**ime-bound and link to the objectives of the Travel Plan. Our targets are set over a minimum five-year timeframe with interim targets at year three of implementation.

Modal split targets

Mode	Baseline/current mode share	Interim target mode share (Year 1)	Interim target mode share (Year 3)	Final target mode share (Year 5)
Walk	7%	8%	9%	10%
Cycle	18%	20%	22%	24%
Underground/Overground	30%	27%	24%	21%
Train	36%	36%	36%	36%
Bus	8%	8%	8%	8%
Tram	0%	0%	0%	0%
DLR	0%	0%	0%	0%
Riverboat	0%	0%	0%	0%
Car driver (solo)	0%	0%	0%	0%
Car share as driver	0%	0%	0%	0%
Car share as passenger	0%	0%	0%	0%
Taxi	0%	0%	0%	0%
Motorcycle/scooter	1%	1%	1%	1%

Total	**100%**	**100%**	**100%**	**100%**

Targets for specific initiatives

Initiative	Baseline/current position	Interim target position (Year 1)	Interim target position (Year 3)	Final target position (Year 5)
Reduce peak time deliveries	16 per week	12 per week	10 per week	8 per week
Increase staff/student using season ticket loan scheme	20%	22%	24%	26%
Increase staff/student awareness of Travel Plan	n/a	60%	70%	80%
Increase bookings of teleconferencing facilities	1 per week	2 per week	4 per week	6 per week

7. Travel Plan measures

This section details UAL Travel Plan measures, which contribute to achieving the targets and meeting the objectives set out previously.

Measures

The list below details the measures UAL will implement. Funding for these measures will be agreed by each College of UAL which additional support provided by Sustainability & Environment Project Board. Additional services from local authorities and the Greater London Authority will continue to be sought.

Information/promotion

1. Travel information in interview letters & employee inductions
2. Travel information on the UAL intranet for staff and the UAL Sustainability Blog
3. Travel information on company website for visitors

Cycling

1. Participate in Bike Week & Universities Green Week
2. Salary sacrifice/loan scheme for bicycles/equipment to be recommended by Sustainability & Environment Project Board to the UAL Executive Board
3. Workplace Bicycle User Group (a group of staff who liaise with management on cycling issues and initiatives and can advise colleagues on cycling)
4. Provide cycle maps for staff (available free from TfL, see tfl.gov.uk/cycling)
5. On-site lockers
6. On-site showers for every site, including Halls of Residence
7. Mileage repayment for business travel by bicycle

Walking

1. Participate in Walk to Work Week (May yearly)
2. Safety training for staff who walk to work
3. Provision of personal alarms
4. Provision of pedometers

Public transport

1. Salary sacrifice/loan scheme for season tickets
2. 'Collection from station' service for visitors

Workplace facilities & policies

1. Installation and promotion of teleconferencing/ videoconferencing facilities
2. Staff training for how to use teleconferencing/ videoconferencing facilities
3. Flexible working hours/compressed work week
4. Work from home

8. Action plan

The Action Plan allows UAL to organise our objectives and measures. It summarises the actions we are going to take across our estate in order to implement the defined measures and achieve the objectives.

✓ **What is going to be done**

For each measure selected in the previous section, we will determine the action/task that will be taken in order to ensure the measure is implemented. Each action will be clearly linked back to at least one of the objectives defined previously.

✓ **Who is responsible**

A named individual, group, is provided. Where an action has been identified for an external person, a lead person from UAL must be identified to take responsibility for contacting external partners and requesting assistance.

✓ **When it needs to be done by**

UAL will clearly state the month and year that the action will be completed or undertaken.

✓ **How we will promote the measures to staff and students**

In order for our selected measures to have the most impact, staff and students must be aware of the initiatives and understand how they can benefit them personally. We commit to ensuring that staff and visitors are made aware of the sustainable travel initiatives available to them and how you will encourage uptake of these.

Action (refer to measures selected in Section 6)	Objective this action will achieve	Date of completion	Key person or group	Promotion for this measure
Identify and appoint a Travel Plan Co-ordinator*	All	2019	Sustainability & Environment Project Board	UAL internet site & UAL Sustainability Blog
Host Bike Week, Green Week (February) and the Cycle Challenge events at each College	To raise awareness of sustainable modes of travel available to site users	Annually	Sustainability & Environment Project Board	UAL internet site & UAL Sustainability Blog
Pilot pedometers and safety alarms to a 10% sample of students who live in UAL academic accommodation. 25 will also be made available to staff	To ensure accessibility to the site for staff and visitors by all modes of travel To encourage active modes of travel and to emphasise the health and financial benefits of these modes	2019	Sustainability & Environment Project Board	UAL internet site & UAL Sustainability Blog
Provide a 'Webex' account to all Colleges to facilitate meetings between Colleges, regional locations and countries Ensure all rail and air travel is booked via UAL's preferred provider (Key Travel). This will allow UAL to monitor business travel accurately. In addition, no first class travel will be approved (carbon emissions associated with First Class travel are 6x greater when compared to Economy Travel)	To reduce the carbon footprint of our site to help achieve our carbon reduction target and enhance our green credentials To reduce the need for off-site business travel To comply with/support our organisation's environmental policies	Annually	Sustainability & Environment Project Board	UAL internet site & UAL Sustainability Blog

On-site showers to be provided in all new-build and refurbishment projects carried out by the Estates Project Team, to support cyclists. This includes residential accommodation. All new-build schemes are required to meet BREEAM 'outstanding'. All refurbishment projects are expected to meet SKA 'gold'. Both objectives are in-line with the UAL Design Brief for Sustainability	To reduce the carbon footprint of our site to help achieve our carbon reduction target and enhance our green credentials To reduce the need for off-site business travel To comply with/support our organisation's environmental policies	Annually	Sustainability & Environment Project Board	UAL internet site & UAL Sustainability Blog
Salary sacrifice for cycles	To reduce the carbon footprint of our site to help achieve our carbon reduction target and enhance our green credentials To reduce the need for off-site business travel To comply with/support our organisation's environmental policies	Annually	Sustainability & Environment Project Board	UAL internet site & UAL Sustainability Blog

* Appointing a Travel Plan Co-ordinator is required as part of the Travel Plan.

9. Monitoring strategy

This section sets out UAL's monitoring schedule. Having a good monitoring strategy in place is important for assessing how effective the Travel Plan has been in achieving its objectives. It can help identify measures that are not working and allocate resources towards measures that are working.

There are two aspects to successfully monitoring our Travel Plan: ongoing monitoring throughout the year with an annual review of progress, and detailed monitoring in Years 1, 3, and 5 which will include follow-up surveys in addition to ongoing monitoring and the annual progress review.

Ongoing monitoring and annual progress review

Monitoring will be a continuous process throughout the year. For each measure implemented, usage levels will be recorded. For example:

- Tracking the number of bicycles being stored at our sites

- Recording the number of people attending cycle training/maintenance sessions

- Monitoring uptake of loan/salary sacrifice schemes

We will also record any staff, student and visitor feedback regarding travel to our sites.

The annual progress review is an opportunity for us to revisit our Travel Plan in detail. This involves checking that the Actions identified in our Action Plan are being implemented on schedule and assessing the findings and outcomes of ongoing monitoring. The results will be reported to the Sustainability & Environment Project Board.

Additional tasks for Year 1, Year 3, and Year 5 monitoring

Surveying
In Years 1, 3, and 5, we will carry out follow-up surveys as part of the annual Travel Plan review. The surveys will take place in the same month as the original baseline survey (October).

Reviewing our Travel Plan's progress using the survey results
After undertaking our travel surveys in Years 1, 3, and 5, we will need to compare the new data to the baseline data and targets shown in Section 5 in order to review how well the Travel Plan has been progressing. If any of the targets are not being met, the Head of Sustainability should investigate why and consider implementing additional measures to address this. The ongoing monitoring we will have undertaken throughout the year will also feed into the Travel Plan progress review.

Year 1, Year 3, and Year 5 reporting
Once we have reviewed the progress of our Travel Plan, the results will be delivered to the Sustainability & Environment Project Board, as the results of UAL's progress review will feed into the annual Green League return, HEFCE reports and the Carbon Management Plan.

Monitoring activity	Details	Notes
The baseline travel survey took place in:	October 2014	*Baseline travel surveys should take place within six months of occupation, or upon 75% occupation of your site, whichever occurs first.*
Our Year 1 travel survey will take place in:	October 2015	*This should be undertaken in the same month as your baseline survey.*
We will undertake and submit our Year 1 review by:	November 2015	*This should ideally take place one year after occupation and in close proximity to the follow up survey.*
We will review our Year 1 progress with the Sustainability & Environment Project Board	November 2015	*Review meetings should be done within two months of submission.*
Our Year 3 travel survey will take place in:	October 2017	
We will undertake and submit our Year 3 review by:	November 2017	
We will review our Year 3 progress with the Sustainability & Environment Project Board:	November 2017	
Our Year 5 travel survey will take place in:	October 2019	
We will undertake and submit our Year 5 review by:	November 2019	
We will review our Year 5 progress with the Sustainability & Environment Project Board:	November 2019	

Appendix 1: Policies

National Policy

Key national policies concerning sustainable transport include:

- National Planning Policy Framework, 2012

- Government's 'Be Active, Be Healthy: A Plan for Getting the Nation Moving'

- Department for Transport's 'The Future of Transport: A Network for 2030'

Government's National Planning Policy Framework (NPPF) (2012)

The final version of the NPPF was published on 27 March 2012. It came into effect immediately superseding the 2011 draft and all other previous planning guidance.

The NPPF sets out the Government's expectations and requirements from the planning system. It is meant as high level guidance for local councils to use when defining their own local and neighbourhood plans. This approach allows the planning system to be tailored to reflect the needs and priorities of individual communities.

The NPPF defines the delivery of sustainable development through three roles:

- Planning for prosperity (an economic role)

- Planning for people (a social role)

- Planning for places (an environmental role)

At the heart of the NPPF is a presumption in favour of sustainable development (Paragraph 15). This means that new developments which are shown to be sustainable should be approved by local authorities.

The NPPF recognises that transport policies have an important role to play in wider sustainability and health objectives as well as their direct influence on development. It seeks to ensure that the transport system is balanced in favour of sustainable transport modes giving people a real choice about how they travel.

Workplace Travel Plans can support the NPPF by providing employees and potential employees with a wide range of sustainable transport options and facilities and ensuring that the workplace is fully accessible to people travelling by sustainable modes.

Government's 'Be Active, Be Healthy: A Plan for Getting The Nation Moving'

This plan establishes a new framework for delivering physical activity, alongside sport, in the wake of the 2012 Olympic and Paralympic Games. This plan is the Government's response to the rising trend in public obesity levels; it is an attempt to combat obesity related ill health.

The plan makes reference to the Chief Medical Officer's recommendation that "For general health benefit, adults should achieve a total of at least 30 minutes a day of at least moderate intensity physical activity on five or more days of the week." (p.11).

The plan recognises that key to achieving a positive shift in levels of activity will be getting away from traditional views of exercise towards promoting a broad range of activities as ways to be physically active. In some places this will mean promoting pastimes where the health value of the associated exercise is overlooked, such as making shorter journeys on foot or by cycle. Workplace Travel Plans can support this by promoting sustainable forms of transport including walking and cycling.

Future of Transport: A Network for 2030

In July 2004, the DfT published the new White Paper 'Future of Transport: A Network for 2030' looking at the factors that will shape the UK's transport over the next thirty years. The White Paper sets out the Government's plan to respond to the increasing demand for travel by maximising the benefits of transport while minimising the negative impact on people and the environment.

The White Paper recognises that we need a transport network that can meet the challenges of a growing economy and increasing demands for travel, whilst achieving our environmental objectives (6, p.12). This requires, among others:

- Reliable road networks for moving people and freight
- Buses that are reliable, flexible, convenient and tailored to local needs
- Making walking and cycling real transport alternatives

The White Paper advises that land-use planning and transport policies must be coordinated better to achieve more sustainable patterns of development. This will be supported at King's Cross through the Steering Group and close liaison with Camden Council.

Part of the strategy of this White Paper is to enhance local travel through the promotion of Travel Plans to encourage people to consider alternatives means of transport. The King's Cross development supports this through its mixed use nature providing employment, shops and leisure activities on-site which will reduce the need for long distance travel.

Regional Policy

Key regional (i.e. London-wide) policies concerning sustainable transport include:

- The London Plan, 2011
- The Mayor of London's Transport Strategy, 2010
- Travel Planning for New Developments in London, 2011

The London Plan, 2011

The London Plan is the overall strategic plan for London and it sets the economic, environmental, transport and social framework for the development of London to 2031. London boroughs' local plans need to be in conformity with the London Plan and its policies guide decisions on planning applications.

The London Plan aims to ensure that London is 'a city where it is easy, safe and convenient for everyone to access jobs, opportunities and facilities with an efficient and effective transport system which actively encourages more walking and cycling...' (Objective 6).

Policy 6.1 notes that the Mayor will encourage sustainable travel habits by, among other things:

- Encouraging patterns of development that reduce the need to travel, especially by car
- Seeking to improve the capacity and accessibility of the public transport network as well as accessibility of walking and cycling
- Supporting measures that encourage shifts to more sustainable modes
- Promoting walking by ensuring an improved urban realm

The London Plan states that 'the Mayor will work with all relevant partners to bring about a significant increase in cycling in London, so that it accounts for at least 5 per cent of modal share by 2026' (Policy 6.9). The use of travel plans is seen as a method for reducing emissions by promoting alternatives to the car (para. 6.8). Therefore, producing a Workplace Travel Plan can support the ambitions of the London Plan.

The Mayor of London's Transport Strategy, 2010

The Mayor's Transport Strategy is part of a wider set of policies to support and shape the economic and social development of London. It sets out the Mayor's transport vision and describes how TfL and its partners, including the London boroughs, will deliver that vision.

The Mayor's Transport vision states that (para. 29):

'London's transport system should excel among those of world cities, providing access to opportunities for all its people and enterprises, achieving the highest environmental standards and leading the world in its approach to tackling urban transport challenges of the 21st century.'

Achieving this vision will require a transport system with enhanced capacity and connectivity that is efficient and integrated; encourages mode shift to cycling, walking and public transport; is accessible and fair to users; offers value for money; contributes to improving quality of life and the environment; and offers improved opportunities for all Londoners (para. 30).

Through smarter travel planning, setting appropriate parking standards, and making public transport more attractive, the Mayor will encourage the use of public transport, walking, cycling and car sharing (para. 147).

Travel Planning for New Developments in London, Transport for London 2011

Travel Planning for New Development in London (2011) is a document offering a 'holistic approach' to travel planning that effectively manages the sustainable travel of people and goods (deliveries and servicing) (para. 1.2).

A travel plan is described as:

'[A] long-term management strategy for an occupier or site that seeks to deliver sustainable transport objectives through positive action, and is articulated in a document that is regularly reviewed. It involves the development of agreed and explicit outcomes, linked to an appropriate package of measures, aimed at encouraging more sustainable travel for both people and goods.'

The guidance outlines in Para 3.1.1 that for mixed-use and multi-occupant developments, '...travel plans [...] should be prepared in line with the framework travel plan and agreed with the borough.'

The beneficiaries of a well-managed, effective travel plan are not only limited to site occupiers, but also extend to developers, delivery companies, visitors, local residents and the local authority.

A Workplace Travel Plan created using the guidance and template in this document will feed into the 'Framework' Travel Plan that has been drafted for the King's Cross site as a whole. Your Workplace Travel Plan will therefore be in line with TfL's guidance.

Local Policy

Local Implementation Plan/Camden's Transport Strategy 2011–2031

The Camden Transport Strategy (CTS) 2011–2031 sets out the transport challenges faced by the borough and outlines a range of policies and actions to address these challenges.

The Greater London Authority requires London Boroughs to produce a Local Implementation Plan (LIP) which demonstrates how each authority will deliver the Mayor of London's Transport Strategy. In response to this requirement, Camden has developed the CTS.

The objectives of the CTS are as follows:

- Reduce motor traffic levels and vehicle emissions to improve air quality, mitigate climate change and contribute to making Camden a 'low carbon and low waste borough';

- Encourage healthy and sustainable travel choices by prioritising walking, cycling and public transport in Camden;

- Improve road safety and personal security for people travelling in Camden;

- Effectively manage the road network to manage congestion, improve reliability and ensure the efficient movement of goods and people;

- Develop and maintain high quality, accessible public streets and spaces and recognise that streets are about more than movement;

- Ensure the transport system supports Camden's sustainable growth and regeneration as well as enhancing economic and community development;

- Ensure the transport system supports access to local services and facilities, reduces inequalities in transport and increases social inclusion; and

- Ensure that the provision of parking is fair and proportionate by considering the needs of all users, whilst also encouraging sustainable travel choices.

To make sure that Camden delivers change, the following targets have been set:

- Walking mode share – increase the proportion of residents' trips by walking from 38.9% in 2006/07 – 2008/09 to 40.9% by 2019/20.

- Cycling mode share – increase the proportion of residents' trips by cycling from 3% in 2006/07 – 2008/09 to 8% by 2025/26.

- Traffic Flow – reduce the proportion of residents' trips made by car and motorcycle from 19% in 2006/07 – 2008/09 to 17% by 2019/20.

- Cycling Trips – increase cycling's proportion of road traffic flow from 9.7% in 2009/10 – to 20.5% by 2019/20.

- Car Clubs – increase the number of on-street car club spaces from 202 in 2010 to 420 by 2020.

- Cycle Parking – increase the number of on-street cycle parking spaces from 1,325 in 2010 to 3,800 by 2020.

A number of projects to significantly increase the capacity of Camden's public transport services are planned or currently under construction. This includes Crossrail (the biggest current transport project in Europe), a significant upgrade of the London Underground Network (including the chronically overcrowded Northern Line), increasing Thameslink services, and continuing improvements to suburban rail services.

Policy 2.2 outlines that:

'Camden will implement initiatives that promote the health and environmental benefits of walking and cycling through campaigns and travel plan development with schools businesses and other organisations.'

Policy 2.22 notes that:

'Camden will encourage workplaces to develop and implement travel plans, to recognise the significant health, environmental and economic benefits of travelling by more sustainable modes of transport.'

Creating a Workplace Travel Plan supports Camden's LIP aim of encouraging workplaces to recognise transport impacts and will help the council promote its sustainable transport campaigns and initiatives by making employees more aware of council activities and measures around sustainable transport.

LBC Local Development Framework (LDF) Core Strategy, 2010–2025

The Local Development Framework (LDF) is a collection of planning documents that set out the strategy for managing growth and development in the borough, including where new homes, jobs and infrastructure will be located. The vision of the LDF is that 'Camden will be a borough of opportunity'.

Objective 1 of the LDF is as follows:

'To support the successful development of the growth areas of King's Cross, Euston, Tottenham Court Road, Holborn and West Hampstead, and ensure that development, both there and elsewhere, is supported by necessary infrastructure and maximises the opportunities and benefits for the local community and the borough as a whole.'

Further, Objective 3 states the need to:

'To reduce congestion and pollution in the borough by encouraging more walking and cycling and less motor traffic, and to support and promote new and improved transport links at Kings Cross, St Pancras, Euston and elsewhere.'

Policy CS11 'Promoting Sustainable and Efficient Travel' outlines that:

- 'The Council will promote the delivery of transport infrastructure and the availability of sustainable transport choices in order to support Camden's growth, reduce the environmental impact of travel, and relieve pressure on the borough's transport network.

- The Council will protect existing and proposed transport infrastructure (including routes for walking, cycling and public transport, interchange points, depots and storage facilities) against removal or severance.

- The Council will improve public spaces and pedestrian links across the borough, including by focusing public realm investment and extending the Legible London scheme.

- The Council will seek to reduce freight movement by road; encourage the movement of goods by canal, rail and bicycle; and minimise the impact of freight movement on local amenity, traffic and the environment.'

A Workplace Travel Plan will generally contain measures to promote sustainable transport choices, promote use of existing transport infrastructure and pedestrian links (thereby highlighting the importance of these facilities for travellers and encouraging more investment from the government), and reduce the impact of freight/deliveries to the workplace. The Travel Plan can therefore support the intentions of the LDF.

Appendix 2: Survey examples

Example baseline staff travel survey

1. What is your full home postcode? (This will be used for mapping purposes only)

2. Which days during a typical week do you travel to work?

☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday ☐ Saturday ☐ Sunday

3. What time do you usually arrive at work? Tick one box only.

☐ Varies (shift work)	☐ 08:00–08:29	☐ 10:00–10:29	☐ 12:00–12:29
☐ Before 07:00	☐ 08:30–08:59	☐ 10:30–10:59	☐ 12:30–12:59
☐ 07:00–07:29	☐ 09:00–09:29	☐ 11:00–11:29	☐ After 13:00
☐ 07:30–07:59	☐ 09:30–09:59	☐ 11:30–11:59	

4. What time do you usually leave work? Tick one box only.

☐ Varies (shift work)	☐ 14:00–14:29	☐ 16:00–16:29	☐ 18:00–18:29
☐ Before 13:00	☐ 14:30–14:59	☐ 16:30–16:59	☐ 18:30–18:59
☐ 13:00–13:29	☐ 15:00–15:29	☐ 17:00–17:29	☐ After 19:00
☐ 13:30–13:59	☐ 15:30–15:59	☐ 17:30–17:59	

5. Approximately how far do you travel to get to work?

☐ 0–1 mile ☐ 1–2 miles ☐ 2–5 miles ☐ 5–10 miles ☐ 10+ miles

6. Approximately how long does it take you to travel to work?

☐ 0–15 minutes ☐ 16–30 minutes ☐ 31-60 minutes ☐ 60+ minutes

7. What mode of transport do you use to travel the longest distance during your journey to work? Tick one box only.

☐ Drive a car alone
☐ Car share as driver
☐ Car share as passenger
☐ Walk [skip to question 9]
☐ Cycle [skip to question 9]
☐ Underground/Overground [skip to question 9]
☐ Train [skip to question 9]
☐ Bus [skip to question 9]
☐ Tram [skip to question 9]
☐ DLR [skip to question 9]
☐ Riverboat [skip to question 9]
☐ Motorcycle/scooter [skip to question 9]
☐ Taxi [skip to question 9]

8. What are the main reasons for travelling to work by car? Tick up to three boxes.

☐ Health/disability reasons
☐ I car share/I am part of a car share group
☐ Taking children to daycare/nursery/school
☐ Personal safety and security

☐ Car essential to perform job

☐ My journey is fastest by car

☐ My journey is easiest by car

☐ My journey is cheapest by car

☐ Lack of alternative

☐ Parking is provided at work

☐ I have a lot to carry

☐ Need to make business trips during the work day

☐ Need to make personal trips during the work day

☐ Other, please specify

_____

9. Which of the following measures would encourage you to travel to work more by public transport? Tick up to three boxes.

☐ I already travel by public transport

☐ Direct bus route

☐ More frequent bus services

☐ Improved bus stop facilities near work (e.g. seating, shelter)

☐ Better bus/cycling/walking connections to rail stations

☐ More frequent rail services

☐ Improved rail station facilities

☐ Secure cycle parking at rail stations

☐ Being able to take my bike on the train

☐ Safer public transport

☐ Better public transport information

☐ Tax free loan for public transport season ticket

☐ Pool car for business travel available at work

☐ None of the above

10. Which of the following measures would encourage you to travel to work more by cycling? Tick up to three boxes.

☐ I already cycle

☐ Safer cycle routes near work

☐ Secure cycle parking at work

☐ Cycle hire docking station near work

☐ Increased security on site

☐ Salary sacrifice/tax free offer for purchases of bicycles and cycling equipment

☐ Being able to take my bike on the train

☐ Cycle training course

☐ Cycle maintenance course

☐ Help planning my route to work

☐ Showers, lockers, and changing facilities at work

☐ Clothes drying area at work

☐ Better cycling information

☐ Pool car for business travel available at work

☐ Mileage paid for business travel by bicycle

☐ Workplace bicycle user group to support cyclists

☐ None of the above

11. Which of the following measures would encourage you to travel to work more by walking? Tick up to three boxes.

☐ I already walk

☐ Improved footpaths on journey to work

☐ Better street lighting

☐ Better walking information

☐ Showers, lockers, and changing facilities at work

☐ Clothes drying area at work

☐ Help planning my route to work

☐ Personal safety course

☐ Free pedometer

☐ None of the above

12. Are there any other improvements that could make travelling by public transport, cycling, or walking easier?

Example visitor travel survey

1. What is your full home postcode? (This will be used for mapping purposes only)

2. Approximately how far did you travel to get here?

☐ 0–1 mile ☐ 1–2 miles ☐ 2–5 miles ☐ 5–10 miles ☐ 10+ miles

3. What mode of transport did you use to travel the longest distance during your journey here? Tick one box only.

☐ Drive a car alone
☐ Car share as driver
☐ Car share as passenger
☐ Walk
☐ Cycle
☐ Underground/Overground
☐ Train
☐ Bus
☐ Tram
☐ DLR
☐ Riverboat
☐ Motorcycle/scooter
☐ Taxi

Example follow-up survey for Years 1, 3, and 5

1. What is your full home postcode? (This will be used for mapping purposes only)

2. Which days during a typical week do you travel to work?

☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday ☐ Saturday ☐ Sunday

3. What time do you usually arrive at work? Tick one box only.

☐ Varies (shift work)	☐ 08:00–08:29	☐ 10:00–10:29	☐ 12:00–12:29
☐ Before 07:00	☐ 08:30–08:59	☐ 10:30–10:59	☐ 12:30–12:59
☐ 07:00–07:29	☐ 09:00–09:29	☐ 11:00–11:29	☐ After 13:00
☐ 07:30–07:59	☐ 09:30–09:59	☐ 11:30–11:59	

4. What time do you usually leave work? Tick one box only.

☐ Varies (shift work)	☐ 14:00–14:29	☐ 16:00–16:29	☐ 18:00–18:29
☐ Before 13:00	☐ 14:30–14:59	☐ 16:30–16:59	☐ 18:30–18:59
☐ 13:00–13:29	☐ 15:00–15:29	☐ 17:00–17:29	☐ After 19:00
☐ 13:30–13:59	☐ 15:30–15:59	☐ 17:30–17:59	

5. Approximately how far do you travel to get to work?

☐ 0–1 mile ☐ 1–2 miles ☐ 2–5 miles ☐ 5–10 miles ☐ 10+ miles

6. Approximately how long does it take you to travel to work?

☐ 0–15 minutes ☐ 16–30 minutes ☐ 31-60 minutes ☐ 60+ minutes

7. What mode of transport did you use to travel the longest distance during your journey to work? Tick one box only.

☐ Drive a car alone

☐ Car share as driver

☐ Car share as passenger

☐ Walk [skip to question 9]

☐ Cycle [skip to question 9]

☐ Underground/Overground [skip to question 9]

☐ Train [skip to question 9]

☐ Bus [skip to question 9]

☐ Tram [skip to question 9]

☐ DLR [skip to question 9]

☐ Riverboat [skip to question 9]

☐ Motorcycle/scooter [skip to question 9]

☐ Taxi [skip to question 9]

8. What are the main reasons for travelling to work by car? Tick up to three boxes.

☐ Health/disability reasons

☐ I car share/I am part of a car share group

☐ Car essential to perform job

☐ My journey is fastest by car

☐ My journey is easiest by car

☐ My journey is cheapest by car

☐ Lack of alternative

☐ Parking is provided at work

☐ Taking children to daycare/nursery/school

☐ Personal safety and security

☐ I have a lot to carry

☐ Need to make business trips during the work day

☐ Need to make personal trips during the work day

☐ Other, please specify
_____

9. Which of the following sustainable transport initiatives are you aware that your organisation offers? [insert list of initiatives your organisation offers]

10. Which of the following transport initiatives have you used in the last year? [insert list as above]

11. Are you aware of [name of organisation]'s Workplace Travel Plan? ☐ Yes ☐ No

12. What other initiatives, if any, could the organisation offer to encourage you to travel more by public transport, cycling, or walking?