University of the Arts London
Workplace Travel Plan

"Bike accessory" by Charlie Patterson and Van Den Bosch

Date: February 2020
Version number: 3
Owner: Ian Lane
Approved by: Steve Howe, Director of Estate
1. Introduction

What is a Workplace Travel Plan?

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

Workplace Travel Plans are unique to each location. This Workplace 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 Workplace Travel Plan, it should be regarded as a document that can be updated and changed as required to support the ongoing needs of the site. This plan will be reviewed annually in February.

Why develop a Workplace 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 Workplace 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 Workplace 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 Workplace 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 Workplace 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 Workplace 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 Workplace Travel Plan cost UAL?**

This Workplace 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 Workplace 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 Workplace Travel Plan. The Steering Group will have a good understanding of travel at the site and can provide advice for drafting your Workplace Travel Plan. They will also be able to advise on implementing sustainable travel measures available within King’s Cross.
2. Structure of the UAL Workplace Travel Plan

Workplace background information (Section 4)
  - Assessing UAL’s travel facilities and initiatives
  - Surveying employees to understand travel habits

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

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

Workplace Travel Plan (Section 7)
  - Defining initiatives that will be introduced in order to achieve the objectives and targets

Action Plan (Section 8)
  - Determining timescales and responsibility for implementation of measures
  - Considering promotion of the Workplace Travel Plan measures

Monitoring Strategy (Section 9)
  - Setting dates for review of the Workplace Travel Plan
  - Assessing the progress of the Workplace Travel Plan
3. Organising and delivering the Workplace Travel Plan

Assigning a Workplace Travel Plan Co-ordinator (TPC)

Ian Lane (Associate Director for Sustainable Operations) will be responsible for developing, implementing and monitoring the Workplace Travel Plan at UAL.

What does the Workplace Travel Plan Co-ordinator role involve?

The main tasks associated with this role include:

- Key contact point for staff and the UAL Sustainability & Environment Project Board
- Developing and managing the Workplace Travel Plan
- Providing travel information to staff and promoting Workplace Travel Plan measures
- Conducting annual Workplace Travel Plan surveying, monitoring, and reviewing
- Maintaining commitment to the Workplace Travel Plan

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

Ian Lane
Associate Director for Sustainable Operations
Estates Department

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

i.lane@arts.ac.uk
4. Workplace background information

This section provides a summary of important information related 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:

<table>
<thead>
<tr>
<th>Person</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time staff</td>
<td>2,333</td>
</tr>
<tr>
<td>Contractors</td>
<td>circa 250</td>
</tr>
<tr>
<td>Students</td>
<td>circa 18,000</td>
</tr>
</tbody>
</table>

Current organisation initiatives

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

UAL’s current travel initiatives:

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

<table>
<thead>
<tr>
<th>Car park</th>
<th>Central Saint Martins - 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff parking spaces</td>
<td>London College of Communications - 5</td>
</tr>
<tr>
<td></td>
<td>Camberwell College - 0</td>
</tr>
<tr>
<td></td>
<td>Wimbledon - 5</td>
</tr>
<tr>
<td></td>
<td>Millbank - 5</td>
</tr>
<tr>
<td></td>
<td>LCF - 10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of visitor/customer parking spaces</th>
<th>Central Saint Martins - 0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>London College of Communications - 5</td>
</tr>
<tr>
<td></td>
<td>Camberwell College - 0</td>
</tr>
<tr>
<td></td>
<td>Wimbledon - 5</td>
</tr>
<tr>
<td></td>
<td>Millbank - 5</td>
</tr>
<tr>
<td></td>
<td>LCF - 10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of disabled spaces</th>
<th>Central Saint Martins - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>London College of Communications - 2</td>
</tr>
<tr>
<td></td>
<td>Camberwell College - 0</td>
</tr>
<tr>
<td></td>
<td>Wimbledon - 2</td>
</tr>
<tr>
<td></td>
<td>Millbank - 2</td>
</tr>
<tr>
<td></td>
<td>LCF - 2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of car share spaces</th>
<th>Central Saint Martins - 0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>London College of Communications - 0</td>
</tr>
<tr>
<td></td>
<td>Camberwell College - 0</td>
</tr>
<tr>
<td></td>
<td>Wimbledon - 0</td>
</tr>
<tr>
<td></td>
<td>Millbank - 0</td>
</tr>
<tr>
<td></td>
<td>LCF - 0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of electric car charge points</th>
<th>Central Saint Martins - 0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>London College of Communications - 0</td>
</tr>
<tr>
<td></td>
<td>Camberwell College - 1</td>
</tr>
<tr>
<td></td>
<td>Wimbledon - 0</td>
</tr>
<tr>
<td></td>
<td>Millbank - 0</td>
</tr>
<tr>
<td></td>
<td>LCF - 0</td>
</tr>
<tr>
<td>Cycle storage</td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td></td>
</tr>
<tr>
<td><strong>Number of cycle parking stands for staff</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Is the staff cycle parking secure/monitored? | Central Saint Martins - YES  
London College of Communications - YES  
Camberwell College - YES  
Wimbledon - NO  
Millbank - YES  
LCF - NO  
University owned Halls of Residence - YES |
| Is the staff cycle parking covered? | Central Saint Martins - YES  
London College of Communications - YES  
Camberwell College - YES  
Wimbledon - NO  
Millbank - NO  
LCF - NO  
University owned Halls of Residence - YES |
| **Number of cycle parking stands for visitors** | Central Saint Martins - 100  
London College of Communications - 125  
Camberwell College - 125  
Wimbledon - 20  
Millbank - 50  
LCF - 5  
University owned Halls of Residence - 125 |
| Is the visitor cycle parking secure/monitored? | Central Saint Martins - YES  
London College of Communications - YES  
Camberwell College - YES  
Wimbledon - NO  
Millbank - NO  
LCF - NO  
University owned Halls of Residence - YES |
| Is the visitor cycle parking covered? | Central Saint Martins - YES  
London College of Communications - YES  
Camberwell College - YES  
Wimbledon - NO  
Millbank - NO  
LCF - NO  
University owned Halls of Residence - YES |
<table>
<thead>
<tr>
<th></th>
<th>Central Saint Martins</th>
<th>London College of Communications</th>
<th>Camberwell College</th>
<th>Wimbledon</th>
<th>Millbank</th>
<th>LCF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lockers and drying</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of staff storage lockers</td>
<td>200</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td><strong>Shower facilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a male shower facility?</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>YES (Golden Lane site only)</td>
<td>YES (Golden Lane site only)</td>
</tr>
<tr>
<td>Is there a female shower facility?</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>YES (Golden Lane site only)</td>
<td>YES (Golden Lane site only)</td>
</tr>
</tbody>
</table>
5. Travel to your workplace

A key part of a Workplace Travel Plan is understanding staff travel habits. In order to learn how our students, staff and visitors are travelling to our sites and to monitor changes in travel behaviour, it is necessary to collect baseline travel data. UAL carries out assessments 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 July 2020, the University aims to have reduced carbon emissions by 43%. In 2018/19, student and staff commute emitted 1,187 tonnes of carbon. The graph below shows the spread of Scope 3 emissions.

When will future surveys be carried out?
Surveys are carried out in ‘neutral’ months: March, April, May, June, September, or October. Repeat surveys, will be undertaken as part of the Workplace Travel Plan monitoring process (refer to Section 8 for more information), and should happen in the same month in following years to ensure consistency of results. Future surveys will be carried out every 2 years.

How many people should be surveyed?
UAL will aim for a minimum staff and student response rate of 40% in order to ensure the data is robust and representative of your site users. We will offer incentives for completing the survey, such as a prize draw, to increase engagement to help us achieve this figure.

Travel survey 2020
A travel survey was conducted in February 2020. Each site was surveyed twice in the month for 4 hours each time. During these four hours there were three people conducting the survey to maximise the amount of people who responded. For both students and staff 5% of the total student and staff population were surveyed. The survey was a Microsoft Forms survey, accessed by a QR code or link allowing the survey to be taken online and responses recorded on a spreadsheet. The raw data can be found in the Estates filing system and the results are analyses in the EMR return.
Results of our staff travel survey:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk</td>
<td>13%</td>
<td>0</td>
<td>6%</td>
<td>0</td>
</tr>
<tr>
<td>Cycle</td>
<td>15%</td>
<td>0</td>
<td>12%</td>
<td>0</td>
</tr>
<tr>
<td>Underground/Overground</td>
<td>36%</td>
<td>262</td>
<td>32%</td>
<td>90</td>
</tr>
<tr>
<td>Train</td>
<td>24%</td>
<td>140</td>
<td>34%</td>
<td>197</td>
</tr>
<tr>
<td>Bus</td>
<td>10%</td>
<td>103</td>
<td>11%</td>
<td>50</td>
</tr>
<tr>
<td>Tram</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riverboat</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drive a car alone</td>
<td>1%</td>
<td>24</td>
<td>3%</td>
<td>66</td>
</tr>
<tr>
<td>Car share</td>
<td></td>
<td></td>
<td>1%</td>
<td>10</td>
</tr>
<tr>
<td>Taxi</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motorcycle/scooter</td>
<td>1%</td>
<td>16</td>
<td>1%</td>
<td>23</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>545</td>
<td>100%</td>
<td>436</td>
</tr>
</tbody>
</table>

Results of our student travel survey (if applicable):

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk</td>
<td>13%</td>
<td>0</td>
<td>17%</td>
<td>0</td>
</tr>
<tr>
<td>Cycle</td>
<td>15%</td>
<td>0</td>
<td>3%</td>
<td>0</td>
</tr>
<tr>
<td>Underground/Overground</td>
<td>36%</td>
<td>1,779</td>
<td>44%</td>
<td>299</td>
</tr>
<tr>
<td>Train</td>
<td>24%</td>
<td>950</td>
<td>13%</td>
<td>190</td>
</tr>
<tr>
<td>Bus</td>
<td>10%</td>
<td>695</td>
<td>22%</td>
<td>228</td>
</tr>
<tr>
<td>Tram</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riverboat</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drive a car alone</td>
<td>1%</td>
<td>164</td>
<td>1%</td>
<td>31</td>
</tr>
<tr>
<td>Car share</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxi</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motorcycle/scooter</td>
<td>1%</td>
<td>213</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>3,801</td>
<td>100%</td>
<td>748</td>
</tr>
</tbody>
</table>
It’s important to note when looking at the survey results that the carbon emission calculations also consider the distance people travel on each mode of transport, not just the number of people using that mode of transport.

**Deliveries**

TfL is keen for Workplace Travel Plans at workplaces throughout London to also consider 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 year as shown in the graph below. Deliveries are survey for Central Saint Martins because it is the largest site and the only site with facilities to track the number of deliveries each day.
6. Aim, objectives, and targets

Aim

Our aims are:

• To reduce the amount of carbon emissions associated with student and staff commute by 43% by July 2020 from the baseline year of 2013/14.
• For the staff commute this equates to reducing carbon emissions by 234 tCO2e by 2020. In order to meet this, a reduction of 125 tCO2e is required between 2018/19 and 2020.
• For the student commute this equates to reducing carbon emissions by 1,635 tCO2e by July 2020. In order to meet this, no reduction is required between 2018/19 and 2019/20 because emissions are already below that level.
• To conduct a travel survey every 2 years and to ring-fence a budget of approximately £4,000 to complete the survey
• To recognise and support the essential travel needs of all site users. In addition to accommodating the existing needs of site users, the Workplace Travel Plan aims to promote a greater option of modes, specifically walking, cycling and public transport.
• 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.
• 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 Workplace Travel Plan and help to give it direction and focus—they detail how the aim of the Workplace 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 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 Workplace Travel Plan will be assessed. Targets are essential for monitoring progress and the success of the Workplace Travel Plan. Targets are ‘SMART’: Specific, Measurable, Achievable, Realistic and Time-bound and link to the objectives of the Workplace Travel Plan. Our targets are set over a minimum five-year timeframe with interim targets at year three of implementation.

UAL will also work with Camden Council to explore the appropriateness of a consolidation service to reduce business travel and packaging for products the university purchases. It aims to appoint a consolidated logistics provider to reduce the volumes and number of products associated with university activities.

Targets for specific initiatives (owned by the UAL Sustainable Team, funded from the sustainability revenue budget)

<table>
<thead>
<tr>
<th>Targets</th>
<th>Baseline/current position</th>
<th>Interim target position (Year 1)</th>
<th>Interim target position (Year 3)</th>
<th>Target position (Year 7)</th>
<th>Current performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reduce carbon emissions from student and staff commute by 43%</td>
<td>4,346</td>
<td>3,737</td>
<td>3,214</td>
<td>2,477</td>
<td>1,187</td>
</tr>
<tr>
<td>2. Reduce number of deliveries</td>
<td>16 per week</td>
<td>12 per week</td>
<td>10 per week</td>
<td>8 per week</td>
<td>438 a week</td>
</tr>
<tr>
<td>3. Increase staff/student using season ticket loan scheme</td>
<td>20%</td>
<td>22%</td>
<td>24%</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>4. Increase staff/student awareness of Workplace Travel Plan</td>
<td>60%</td>
<td>60%</td>
<td>70%</td>
<td>80%</td>
<td>66% (as confirmed by student survey in 2020)</td>
</tr>
<tr>
<td>5. No. of video conferencing sessions (Skype for Business, Microsoft Teams)</td>
<td>1 per week</td>
<td>2 per week</td>
<td>4 per week</td>
<td>6 per week</td>
<td>21,000 (as confirmed in the ISO 14001 audit for LTR)</td>
</tr>
</tbody>
</table>
7. Action plan

The Action Plan allows the university 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 Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Targets this action will achieve</th>
<th>Date of completion</th>
<th>Responsible Person</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Travel information in interview letters &amp; employee inductions</td>
<td>Target 1</td>
<td>Ongoing</td>
<td>Sustainability Team</td>
<td>Funding from sustainable revenue budget</td>
</tr>
<tr>
<td>• Travel information on the UAL intranet for staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Travel information on company website for visitors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Salary sacrifice/loan scheme for season tickets / bikes</strong></td>
<td>Target 1, 3</td>
<td>Ongoing</td>
<td>Sustainability Team</td>
<td>Funding from sustainable revenue budget</td>
</tr>
<tr>
<td><strong>Share user guide for Office 365 and Skype for Business</strong></td>
<td>Target 1, 5</td>
<td>Ongoing</td>
<td>Sustainability Team</td>
<td>Funding from sustainable revenue budget</td>
</tr>
<tr>
<td><strong>Increase number of student and staff walking and cycling</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Promote three Dr Bike workshops each year</td>
<td>Target 1, 4</td>
<td>Ongoing</td>
<td>Sustainability Team</td>
<td>Funding from sustainable revenue budget</td>
</tr>
<tr>
<td>• Promote cycle to work week each year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Host a Green Week and World Environment Day each year to raise awareness of sustainable modes of transport</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
- 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

<table>
<thead>
<tr>
<th>Business Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>The new university Travel &amp; Accommodation Strategy states that for air travel “business class for longer flights is subject to budget holder approval and only agrees in limited circumstances”, and highlights travel options.</td>
</tr>
</tbody>
</table>

| Target 1, 5 | Ongoing | Sustainability Team | Funding from sustainable revenue budget |
8. Monitoring strategy

This section sets out UAL’s monitoring schedule. Having a good monitoring strategy in place is important for assessing how effective the Workplace 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 Workplace Travel Plan: ongoing monitoring throughout the year through the ISO 14001 process and detailed monitoring through a travel survey every 2 years.

Measured outlined in the action plan which are marked as ‘Sustainability Advisory Panel’ are monitored through the ISO 14001 process and are reported to the Panel. The Panel meet quarterly. This is an opportunity to check that the actions identified in our Action Plan are being implemented on schedule and assessing the findings and outcomes of ongoing monitoring.

Reviewing our Workplace Travel Plan’s progress using the survey results

After undertaking our travel surveys 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 Workplace Travel Plan has been progressing. If any of the targets are not being met, the Associate Director for Sustainable Operations should investigate why and consider implementing additional measures to address this. The ongoing monitoring will also feed into the Workplace Travel Plan progress review.

Once we have reviewed the progress of our Workplace Travel Plan, the results will be delivered to the Sustainability Advisory Panel, as the results of UAL’s progress review will feed into the annual Green League return, EMR reports and the Carbon Management Plan.

Each year carbon emissions produced from staff and student commutes are calculated from the travel survey. This information is reviewed and submitted as part of the annual EMR return.

In 2018/19, 1,187 tonnes of carbon emissions were emitted due from commuting. This is split by 436 tonnes and 752 tonnes for staff and students, respectively. Compared to 2017/18 this is a decrease of 331 tonnes, with the split as an increase of 68 tonnes by staff and a decrease of 399 tonnes by students.
Appendix 1: Policies

National Policy

Future Policy

In March 2020 the Government stated it is –

“developing an ambitious plan to accelerate the decarbonisation of transport. The Transport Decarbonisation Plan (TDP) will set out in detail what government, business and society will need to do to deliver the significant emissions reduction needed across all modes of transport, putting us on a pathway to achieving carbon budgets and net zero emissions across every single mode of transport by 2050.”

The plan will be published in 2020 and in March 2020 the Government released a preliminary document “Decarbonising transport: setting the challenge” which is available online - https://www.gov.uk/government/publications/creating-the-transport-decarbonisation-plan

This document states:

• how the Government intends to work with others to develop a transport decarbonisation plan
• the challenge we need to meet to reduce transport emissions and ensuring we reach net zero transport emissions by 2050
• reviews of existing climate policy in transport
• reviews of existing forecasts of future transport emissions from each mode of transport, plus as a whole

Current Policy

Current 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’


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 refers 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 Workplace 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
- Workplace 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 Workplace 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 Workplace 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).


Workplace Travel Planning for New Development in London (2011) is a document offering a ‘holistic approach’ to Workplace Travel Planning that effectively manages the sustainable travel of people and goods (deliveries and servicing) (para.}
A Workplace 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, ‘...Workplace Travel Plans [...] should be prepared in line with the framework Workplace Travel Plan and agreed with the borough.’

The beneficiaries of a well-managed, effective Workplace 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’ Workplace 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 Workplace Travel Plan development with schools businesses and other organisations.’

Policy 2.22 notes that:

‘Camden will encourage workplaces to develop and implement Workplace 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.


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 Workplace Travel Plan can therefore support the intentions of the LDF.
Appendix 2: 2020 Survey questions

Information shared with HESA is statistical information only, no personal information is shared.

You can choose to enter your email address if you would like a chance to win a £50 canteen voucher and your email address will only be used to contact you if you win.

1.
Are you a student or member of staff?
- Student
- Staff

2.
Which site do you spend most of your time at?
- CSM - Kings Cross
- CSM - Archway
- LCC
- Chelsea
- Wimbledon
- Camberwell - Peckham Road
- Camberwell - Wilson Road
- High Holborn
- LCF - JPS
- LCF - Mare Street
- LCF - Curtain Road
- LCF - Golden Lane
- LCF - Lime Grove
3
Approximately, how far do you travel to get there?

- 0 - 1 mile
- 1 - 2 miles
- 2 - 5 miles
- 5 - 10 miles
- 10 + miles

4
What mode of transport do you use to travel the longest distance during your journey?

- Tube
- Train
- Cycle
- Bus
- Walk
- Car (alone)
- Car (pool)
- Motorbike
- Other
Which of the following measures would encourage you to travel to university more by walking? (Tick up to three boxes).

- I already walk
- Improved footpaths on the journey to university
- Better street lighting
- Showers, lockers and changing facilities
- Clothes drying area
- Help planning my route
- None of the above

Which of the following measures would encourage you to travel to university by cycling? (Tick up to three boxes).

- I already cycle
- Safer cycle routes near university
- Secure cycle parking at university
- Cycle hire docking station near university
- Salary sacrifice/tax free offer from employer to buy bike/bike accessories
- Being able to take your bike on the train
- Cycle training/cycle confidence course
- Cycle maintenance course
- Help planning my route to university
- Showers, lockers and changing facilities at university
- Clothes drying area at university
- Better information on cycling
- Bike User Group to support cyclists at university
- None of the above
Which of the following measures would encourage you to travel 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 university (e.g. seating, shelter)
- Better bus/cycling/walking connections to rail stations
- More frequent rail services
- Improve rail station facilities
- Secure cycle parking at rail stations
- Being able to take your bike on the train
- Safer public transport
- Better public transport information
- Tax free loan from employer for season ticket
- None of the above

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

Enter your answer