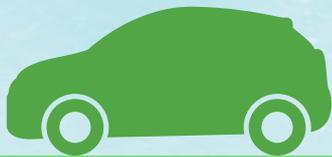




THE CAMBRIDGE *green*
CHALLENGE



UNIVERSITY OF CAMBRIDGE

Transport Strategy

2019-2024





Transport Strategy: Foreword from Professor Ian Leslie, Senior Advisor to the Vice-Chancellor on Environmental Sustainability

We have the great fortune to work in a world-leading institution that people want to work in, study in and visit. Every day the University attracts staff, students and visitors into the city, and when they are here, they travel between our many sites, learning, working and discovering.

All of these journeys present a complicated challenge. Increasingly, the people who work and visit Cambridge are travelling in from outside the city, partly because it is an expensive place to live. The public transport system is not currently comprehensive enough to meet the needs of people travelling into the city to work, or those who need to make cross-city journeys, and so many people choose to drive, usually alone, because this is the most convenient and affordable solution for them.

However, Cambridge is congested and air quality is below national targets in some areas. In order to improve congestion in Cambridge and to and minimise our environmental footprint from transport, the University would like to encourage our staff, students and visitors to travel more sustainably. We want to reduce the number of journeys made by car but in order to do so, staff and students need affordable and convenient alternative ways to travel. Although many people do cycle or walk within the city, the University could do more to encourage people to make more of their journeys on bikes, on foot, or by public transport.

This strategy sets out the measures we will take to improve people's experience of cycling, walking and public transport, and to encourage them to travel more sustainably. It won't always be possible for everyone to do so. There are many reasons why some people need to use cars: limited mobility, health issues and caring responsibilities are among them. We won't succeed if it makes travel more difficult: a long and frustrating commute can have a detrimental effect on well-being and work-life balance. But we must meet the challenge of reducing car journeys to make a difference to our local and global environment. This is part of the University's commitment to reducing its environmental impact.

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Vision and Objectives

This Transport Strategy provides a framework to guide investments in improving transport facilities on the University estate and across Cambridge and to ensure that the University's decisions that impact transport are consistent with the University's vision for transport.

The Vision for Transport

Support the day-to-day operation and the planned growth of the University while maintaining the special character of Cambridge. This includes minimising traffic impact, providing sustainable travel options and contributing to the framework for developing the estate in a way that reduces the need to travel, as well as supporting staff wellbeing and work-life balance.



Objectives

- ➔ facilitate convenient and predictable travel to the University sites and between University sites for all staff, students and visitors;
- ➔ minimise the University's environmental footprint from transport and improve air quality in Cambridge;
- ➔ make a positive contribution to the wellbeing of staff and students and the quality of place, protecting and enhancing Cambridge's historic and attractive environment;
- ➔ contribute to the development of the University estate and working practices in the University to reduce transport demand and reliance on motorised modes;
- ➔ exploit emerging and future technologies effectively and make best use of world-class research within the University.

These objectives are inter-related and on the whole self-reinforcing but where commitments conflict the priority for implementation is as shown above.

This strategy is limited to consideration of travel to work and travel within the University, that is, within the local Cambridge vicinity. Although this strategy will have an impact on the 31 independent Colleges and there is a clear need to work with them, this strategy is limited to the University, excluding Cambridge Assessment and Cambridge University Press (both of which have their own Staff Travel Plans).

While the University will make some improvements to journeys to work and journeys at work, these are likely to be marginal given the current transport context in Cambridge and the sub-region. Significant improvements will come through strategic proposals being developed by the Greater Cambridge Partnership, the Combined Authority, and commercial transport providers. We are committed to working with these partners to deliver on the vision within this strategy.

Executive Summary



1.1 There is a great disparity in travel-to-work experiences for our staff. For a significant fraction, it is a ten or fifteen-minute cycle; for others it is a gruelling journey on congested roads or on an over-crowded train that lasts for over an hour. Over the past two decades the University has expanded from a footprint largely contained within the historic centre of Cambridge to encompass two large peripheral sites, the Cambridge Biomedical Campus and West Cambridge, as well as other smaller sites. Additionally the University continues to develop North West Cambridge as a housing development and for operational University space. The challenge, which in the past was simply getting people in and out of the centre, is now more difficult: it is about getting people to the right part of Cambridge.



1.2 There are a number of factors which are germane to transport in Cambridge:

- The University is geographically dispersed around and inside a city which has grown from a modest market town with an historic core to the fastest growing city in the UK;
- The city is of a sufficient size to be congested, but as yet is not large enough to give rise to an economic, comprehensive, public transport system;
- The city has a strong cycling culture, and most students, in particular, travel by cycling or walking;
- The success of the University and the innovation cluster has made accommodation within Cambridge very expensive – most of those who have joined the University in the past decade have been priced out of the local housing market;
- The arrangements of local government are complex, with responsibilities for planning and transport not lying with the same authority, but many of the actions that the University would like to take forward can only be done in collaboration with local government. Planning decisions by local government regarding future housing development will have a profound impact on our transport strategy.

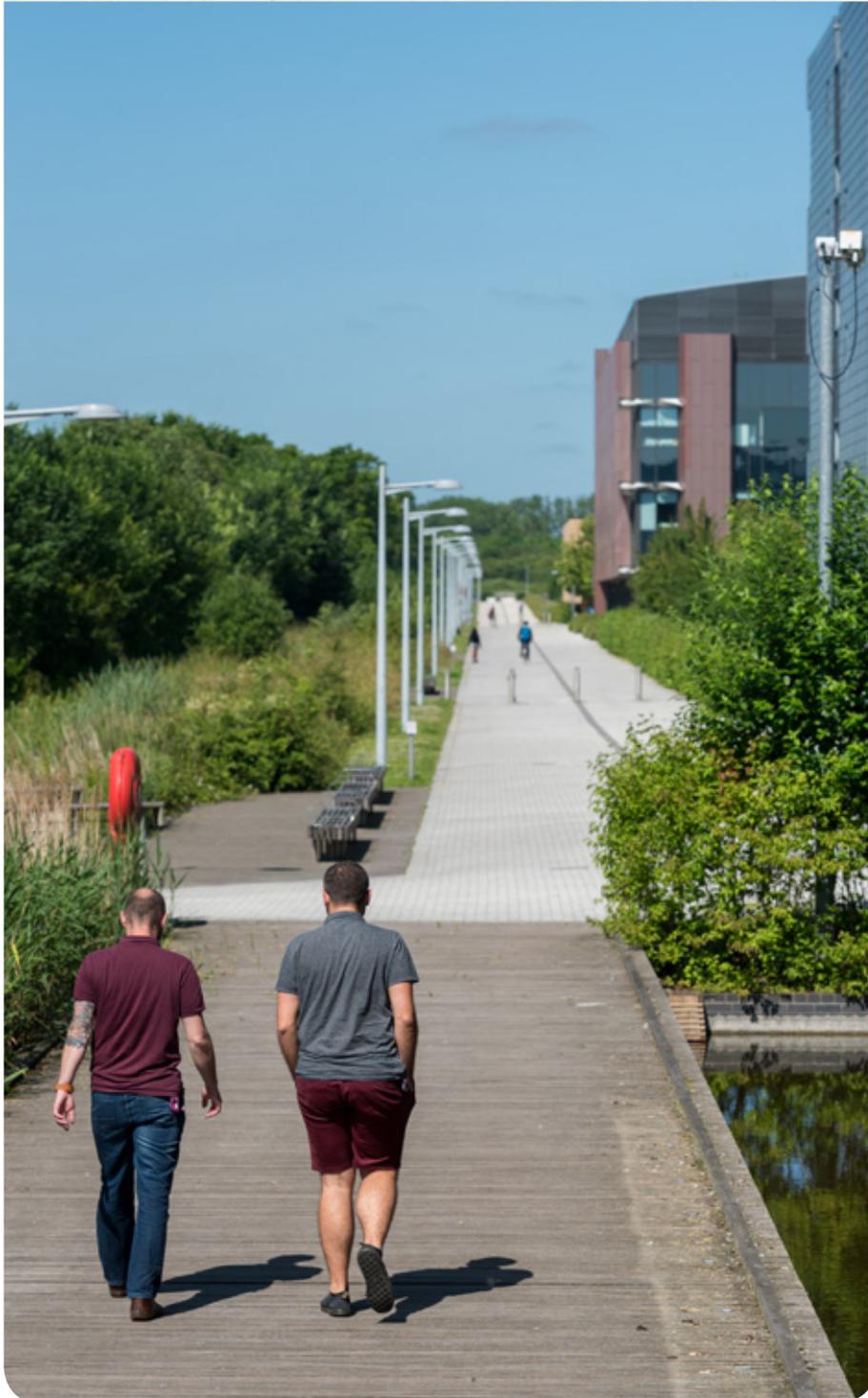
1.3 The proposals being developed by the Greater Cambridge Partnership and the Combined Authority, including the proposed CAM Metro², and the Local Transport Plan being drafted by the Combined Authority, seek to address many of these issues in the wider Cambridge and sub-regional context.

1.4 The University has a duty, where transport facilities are provided, to ensure that disabled students and staff are not excluded.

1.5 Promoting the cycling culture of Cambridge must be a key component of the University's Transport Strategy, and it must not be taken for granted. Travel by bicycle meets the key objectives of our strategy, except where it puts cyclists (and pedestrians) in danger. **We should ensure that cycling remains an attractive and safe choice.** But for a significant number of our staff, cycling is not an option.

1.6 Single-occupancy car journeys are the least-desirable form of transport in the context of the vision, and yet for many this is the only realistic option. **Our strategy should be targeted at reducing the number of such journeys, but we must do this in the context of the aim of convenient and predictable journeys.**

1.7 Reducing single-occupancy car journeys³ can be done either by providing realistic alternatives (for example by subsidising public transport) or by making such journeys less attractive (for example by eliminating or charging for parking). **The University's focus should be on providing realistic alternatives, recognising that external factors are likely to make some car journeys onto University sites less attractive.** Car parking spaces will be a diminishing resource and the University should manage this resource more effectively and with better regard to need and equity.



1.8 The University currently subsidises a bus route. **Work should be done to provide guidelines for the University to enter into such agreements and evaluate their benefit so as to provide a clearer long-term planning framework with the aim of creating the biggest uplift in public transport with the most efficient investment.** This should include the nature of such agreements, which might include different forms of partnership with operators.

1.9 Transport demand will be a key consideration of the University's Spatial Strategy which will address the long-term plans for the estate and for future housing developments over which the University has influence. **It is vital that the University works in partnership with local government and other partners on short and long-term development with respect to transport.**

1.10 Electrification of vehicles provides opportunities to improve air quality, but of course does not in itself reduce congestion. **Our strategy should be focused on the vehicles that get used most – our fleet, buses that we subsidise, taxis or shared vehicles that we use – rather than private vehicles.**

1.11 The strategy's interrelated objectives are in general aligned with each other. The aims and commitments link in to the objectives and, with the focus on reducing single occupancy car journeys, through the provision of attractive alternative choices, will both reduce the University's carbon footprint and the University's impact on congestion.

¹ Cambridge was the fastest growing UK city at the end of 2017, according to the latest UK Powerhouse report from Irwin Mitchell and the Centre for Economics and Business Research (CEBR)

² CAM Metro is the Cambridgeshire Autonomous Metro

³ Single Occupancy Car journey refers to the journey on arrival at the workplace, there may be other passengers in the car during the journey being taken to a destination prior to the staff member arriving at work. (At the time of writing the staff travel survey does not allow for the recording of car sharing with people outside of the University).

Context



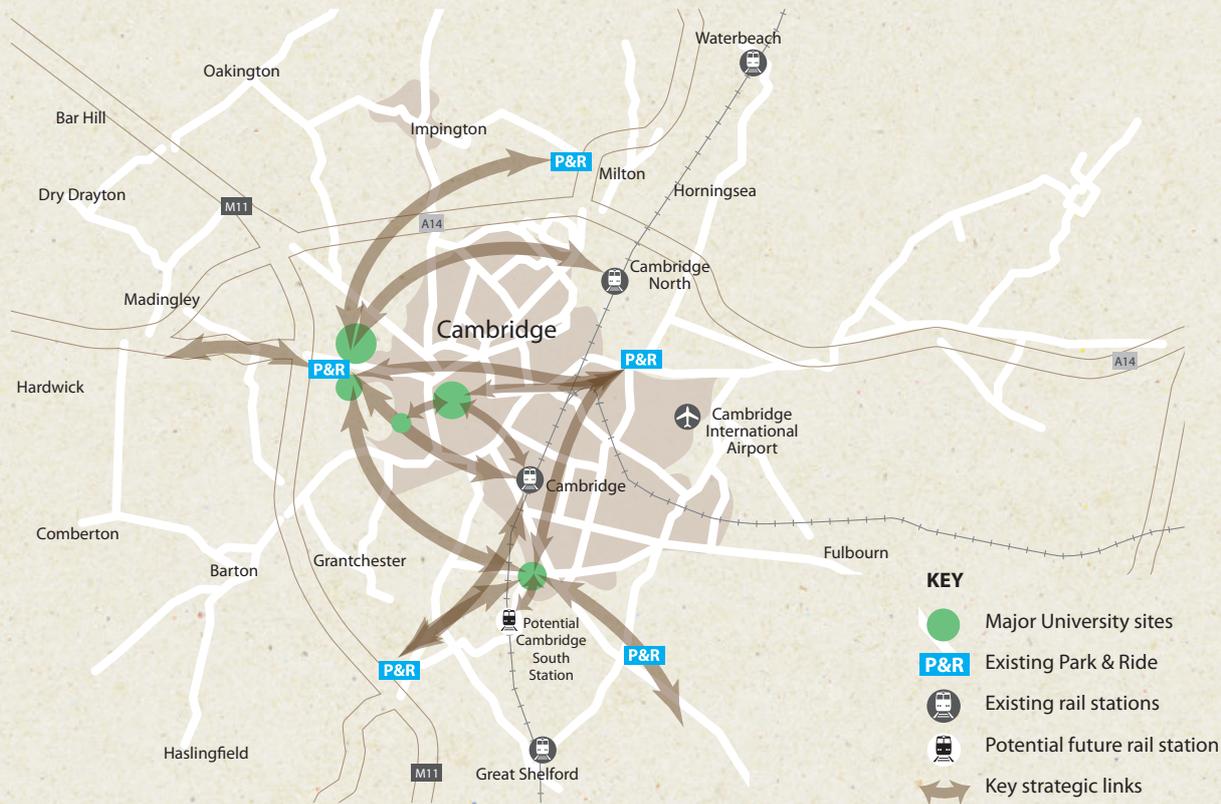
Purpose

2.1 The University of Cambridge is one of the world's leading academic and research centres and makes a significant contribution to the local, regional and national economy.⁴ The University's 12,182 staff and 19,204 students represent a significant proportion of the Cambridge population; ensuring their travel is as sustainable as possible plays an important part in reducing congestion in Cambridge.

2.2 The University also has a vital role to play in the future success of Cambridge as a major developer building housing stock and employment space within the city. The University, in its role as a responsible developer, needs to maximise the uptake of sustainable travel modes to manage traffic levels so that these developments can move ahead without having a negative impact on the highway network.

2.3 Furthermore, in developing transport infrastructure and services to serve existing and new University space, the University, as a partner in the city's development, can help to improve access to sustainable transport choices for the wider community in Cambridge and across the sub-region.

2.4 University sites are becoming more dispersed with the result that a number of strategic links can be identified:



⁴ Source HR department (31 January 2019)



Scope

- 2.5** This Strategy sets out the University's role and responsibility in supporting its staff, students and visitors and in working with other delivery partners in the Cambridge sub-region to reduce the University's wider transport impact.
- 2.6** This policy does not directly apply to the 31 Cambridge Colleges which are independent institutions with their own transport policies. However there are matters where collaborative working with Colleges will deliver benefits to all parties.
- 2.7** This policy also does not apply to NWCD which has its own Framework Travel Plan. Department or site-specific travel plans required as part of the planning process will be aligned with the Transport Strategy where possible to ensure the aspirations of the strategy are met across the full University's estate.
- 2.8** The document provides context for the proposed Strategy Commitments, setting out a 5 year vision for the period 2019-2024. To deliver the Strategy, an implementation plan will be developed under the oversight of the Transport Working Group and using input from its four themed sub-groups.
- 2.9** This Transport Strategy replaces the Staff Travel Plan adopted in 2011.

Strategy Development

- 2.10** This Strategy has been developed by the University's Transport Working Group and its four themed sub-groups:
 - Car Parking
 - Cycling and Walking
 - Public Transport
 - Transport Electrification.

Linking with wider University policy

- 2.11** The Transport Strategy links with the following University policy documents:
 - Environmental Sustainability Vision, Policy and Strategy 2015-2020 ⁵
 - Strategic Framework for the Development of the Estate, 2016 ⁶
 - Carbon Reduction Strategy 2018 ⁷
 - People Strategy 2016-2021 ⁸
- 2.12** The Carbon Reduction Strategy, which aims for carbon neutrality by 2050, covers all of the University's carbon emissions, including commuter travel and all forms of business travel. The aims and commitments in this Transport Strategy will only have an impact on commuter travel, and business travel within Cambridge and the immediate area.

Partnership Working

- 2.13** The University's staff represent a significant proportion of the Cambridge workforce at 16%. It is therefore vital that we do what we can to bring about positive change and work in partnership with the large number of other organisations who also contribute to the high levels of traffic across the Cambridge sub-region
- 2.14** The University is one of the five partners forming the Greater Cambridge Partnership (GCP) which comprises:
 - Cambridge City Council
 - Cambridgeshire County Council
 - South Cambridgeshire District Council
 - The University of Cambridge
 - Cambridgeshire and Peterborough Business Board.
- 2.15** Working in Collaboration with the Cambridgeshire and Peterborough Combined Authority, the Greater Cambridge Partnership is the local delivery body for a City Deal with central Government, bringing powers and investment, worth up to £1 billion over 15 years, to vital improvements in infrastructure, supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 additional apprenticeships.
- 2.16** The partnership is working across the three key areas of transport, housing and skills, to grow and share prosperity and improve quality of life for the people of Greater Cambridge, now and in the future.

⁵ See https://www.environment.admin.cam.ac.uk/files/environmental_sustainability_vision_policy_and_strategy_for_web.pdf

⁶ See <https://www.em.admin.cam.ac.uk/what-we-do/strategic-framework>

⁷ See <http://www.admin.cam.ac.uk/reporter/2017-18/weekly/6507/Carbon-Reduction-Strategy-2018.pdf>

⁸ See <https://www.hr.admin.cam.ac.uk/files/peoplestrategy2.pdf>

Key Transport Issues and Challenges



3.1 Key transport issues and challenges identified through analysis of current University travel patterns and issues, as well as the broader planning and transport context for the Greater Cambridge City Region are as follows:

- Congestion
- Limitations of the public transport network
- Affordability of housing
- Poor air quality

3.2 These challenges impact on the University in three ways:

- Productivity: congestion and the resulting extended journey times lead to staff arriving late and not in the best frame of mind for working. In-work travel is also a drain on time and affects productivity.
- Pain: commuting results in stress (lack of work-life balance), tiredness, anxiety and frustration for staff members.
- Equity: staff have different options available that come at different costs.

Congestion

- 3.3** High levels of congestion in Cambridge result in unreliable and unpredictable journeys to work and between University sites, affecting public transport users and those who drive.
- 3.4** Congestion is likely to increase due to future growth in employment and housing: Cambridgeshire is one of the fastest growing sub-regions in the UK. It is estimated there will be 35,000 new homes and 44,000 new jobs in Cambridge and South Cambridgeshire (the GCP area) by 2031, which, if delivered, will place additional pressure on the transport network, resulting in higher levels of congestion and delays to journeys.⁹



Limitations of the Public Transport Network

- 3.5** In common with many towns and cities outside the large conurbations, Cambridge has a radial, city-centric bus network with limited orbital links. The impact of congestion also works against the provision of cross-city routes. In addition there are only a few services where the frequency is high enough to make reference to the timetable unnecessary.
- 3.6** As University sites are becoming more dispersed, more staff are making cross-city journeys, most of which will involve a change of bus. West Cambridge in particular, has fewer direct bus services from surrounding towns and villages, than the city centre or Biomedical Campus. As a result staff travelling in along the A428 corridor are highly car-reliant.
- 3.7** The placing of Cambridge Station, by historical accident, over a mile from the city centre means that it is poorly placed for access to most University sites; those who do commute by train are faced with an onward walk, cycle or bus journey.

Affordability of Housing

- 3.8** An increasing proportion of University staff live out of Cambridge, resulting in more journeys to work by car, partly due to the lack of affordable housing close to their work. In 2018, 56% of staff responding to the annual travel survey lived outside the city, and 51% of these travel by single occupancy car to work, compared to only 6% of the staff who live in the city.

Poor Air Quality

- 3.9** All of central Cambridge is an Air Quality Management Area (AQMA) and levels of nitrogen dioxide are above the national targets in some locations. If this trend continues, these levels are expected to cause significant health issues and have an impact on mortality rates.
- 3.10** This strategy, by targeting a reduction in single-occupancy car journeys will deliver benefits in three of these four areas:
- Congestion: fewer car journeys will result in less congestion;
 - Limitations of the Public Transport Network: fewer car journeys will result in less congestion, improving the operating conditions for bus services;
 - Poor Air Quality: fewer car journeys will result in improved air quality, and less congested roads reduce emissions for those journeys still undertaken.

⁹ There is of course the potential for this expansion to bring about a transformation in public transport in the region.

Achievements to Date

Staff Travel

4.1 The Environmental Sustainability Vision, Policy and Strategy 2015-2020 includes, for sustainable travel, the target that 75% of staff members should regularly commute to work by the sustainable modes of travel (walking, cycling, bus, train, motorcycle, car sharing or working at home (i.e. not in a single occupancy car).

4.2 The superseded Staff Travel Plan set out a package of measures to support sustainable travel initiatives for University staff. The annual staff travel survey¹⁰ is the key means of monitoring the success of the Staff Travel Plan measures.

Commuting

4.3 The chart below shows the mode share trend from 2008 to 2018:

Mode Share

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Other	2%	4%	1%	2%	2%	2%	0%	0%	1%	0%	0%
Walk	10%	11%	9%	9%	10%	10%	10%	10%	8%	9%	8%
Train	6%	5%	7%	6%	6%	6%	6%	6%	6%	6%	6%
Uni 4 / Universal	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	1%
Public Bus	9%	9%	9%	8%	8%	8%	8%	6%	7%	7%	8%
Motorbike	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Home working	2%	2%	1%	1%	1%	2%	1%	2%	0%	2%	1%
Car Share	8%	7%	8%	8%	7%	7%	8%	8%	9%	6%	6%
Drive (alone)	22%	22%	23%	24%	24%	26%	24%	25%	26%	30%	31%
Bicycle	40%	39%	40%	41%	41%	40%	42%	42%	42%	39%	37%



4.4 The last ten years have seen a slow but steady increase in driving alone, from 22% in 2008 to 31% in 2018. There has been a slight reduction in cycling (40% to 37%) over the same period. The reasons for the increase in driving alone are not fully understood but contributory factors could include the introduction of parking charges at the Cambridge Park & Ride sites and the ongoing effect of people living further away from the workplace.

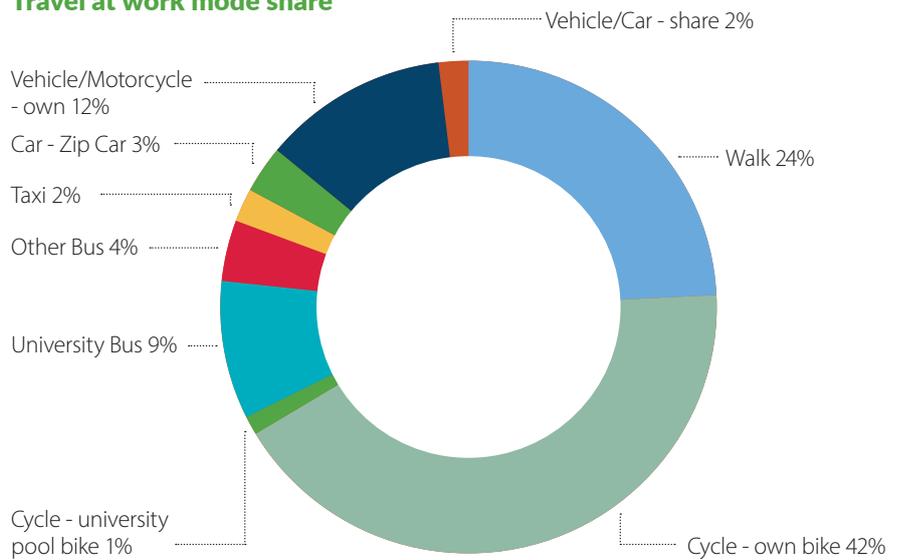
¹⁰ Conducted every October/November. The response rate in 2018 was 24%.

Travel at Work within the Cambridge region

4.5 For the purpose of the survey, 'travel at work' is defined as staff trips made between University sites or to another UK destination outside of Cambridge, for example for meetings or presentations.

4.6 The chart on the right hand side shows the mode share for travel at work for 2018. The vast majority of these trips were made either by cycling on a personal bike (41%) or by walking (24%). The "own car" percentage has increased from 7% in 2017 to 12% in 2018.

Travel at work mode share



4.7 Over 24,000 travel at work trips were recorded by the survey but less than 100 were to destinations outside Cambridge



Aims and Commitments

5.1 Delivering on the vision and objectives set out in the Introduction will achieve the following aims:

Aims

➤ Aim A1

To ensure that both walking and cycling remain attractive and safe choices.

➤ Aim A2

To reduce the number of single-occupancy car journeys in the context of the aim of convenient, practical and predictable journeys.

➤ Aim A3

To focus on providing realistic alternatives to single occupancy car journeys, recognising that external factors (such as increasing congestion, or demand management initiatives) introduced by the local authorities are likely to make some car journeys onto University sites less attractive.

➤ Aim A4

To work towards the highest possible uplift in public transport use through making the most efficient investment.

➤ Aim A5

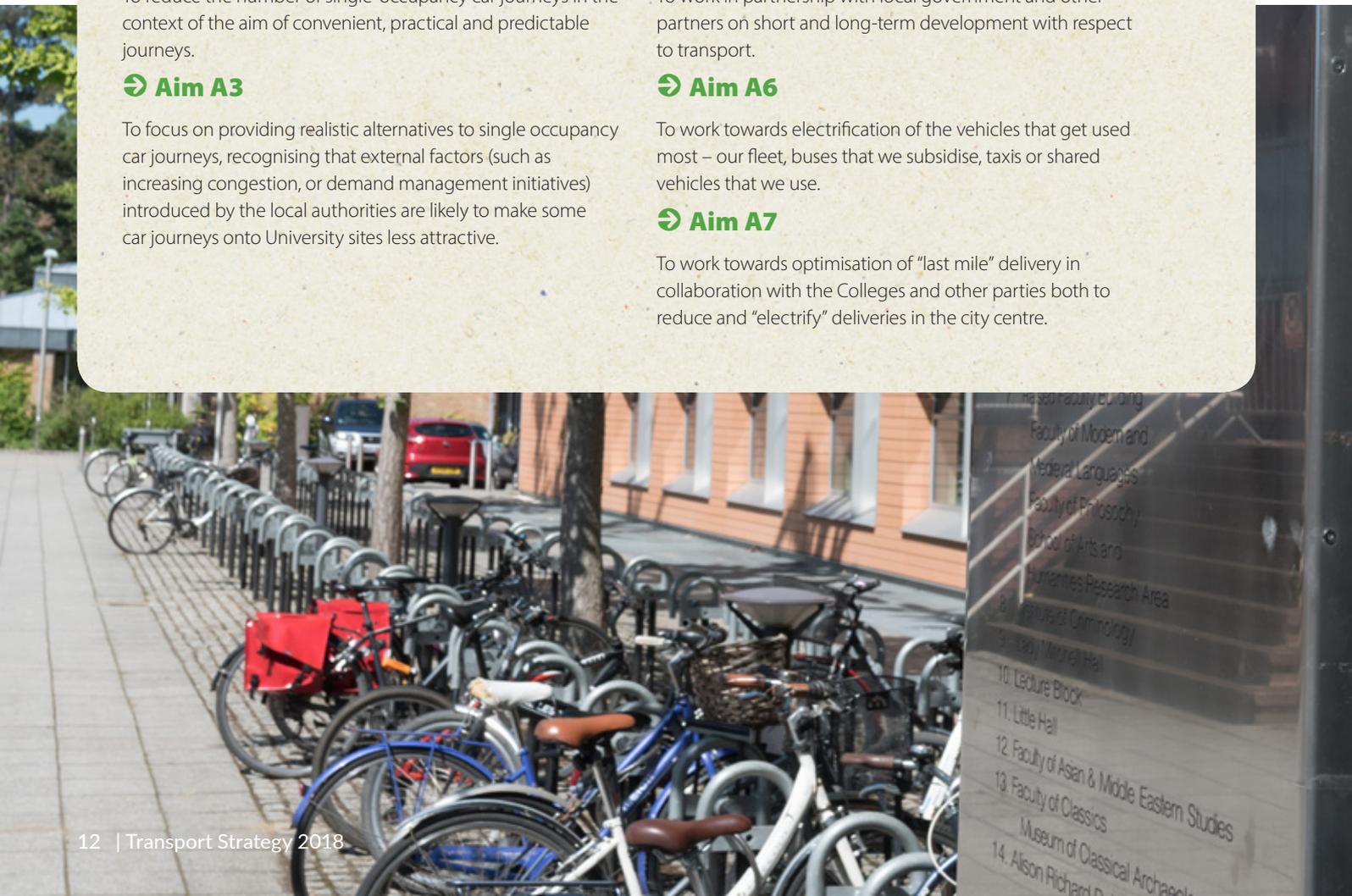
To work in partnership with local government and other partners on short and long-term development with respect to transport.

➤ Aim A6

To work towards electrification of the vehicles that get used most – our fleet, buses that we subsidise, taxis or shared vehicles that we use.

➤ Aim A7

To work towards optimisation of “last mile” delivery in collaboration with the Colleges and other parties both to reduce and “electrify” deliveries in the city centre.



Commitments

5.2 The Strategy commitments to deliver the aims set out above are grouped into the following eight themes:

- Car Parking
- Walking
- Cycling
- Bus and Train
- Transport Electrification
- Relationship with the Spatial Plan and Working Practices
- Data, Information and Communications
- Partnership



Car Travel

5.3 The most recent data shows that the University has around 3,740 parking spaces, of which 2,140 are managed centrally (by Estate Management) and 1,600 are managed by departments.

5.4 The University recognises that the likely future development of its own and others sites in the City Centre will result in a reduction in the amount of parking available in the city centre

5.5 The 2018 Staff Travel Survey gave a result of 31% mode share for single occupancy car and 6% for car share. The same survey shows that, of those who drive:

- **51% park using a University issued permit**
- **15% park in University grounds**
- **12% park “on a nearby street”**
- **14% park at a Park & Ride site**
- **8% park at the Park & Cycle site**
- **1% park at a nearby rail station**

5.6 The University is the only Russell Group University that does not charge staff for parking. There is, however, unfairness in that some staff at the Cambridge Biomedical Campus do have to pay a daily parking charge. The introduction of car park charging is one possible strategy for inducing behaviour change and modal shift. The University will not, however, introduce charging until further work has been done to understand its potential impact on staff in the context of other work on the total employee reward package, as well as the availability of convenient and practical alternatives. The aims of charging should be to incentivise people out of cars where alternatives exist and to discourage journeys to the central area.

Commitment CP1: In order to manage the likely reduction in parking spaces in a fair and transparent way, the management of all University car parks will be centralised, so that all University car parking facilities are managed by Estate Management (EM). This includes car parking facilities associated with departments, schools and other organisations operating from University premises.

Commitment CP2: The University will work with its partners in GCP and with other major employers in the city to lobby for the delivery of increased park & ride capacity where needed, including the provision of direct bus links from park & ride sites to University sites.

Commitment CP3: The University recognises that the existing car parking management process leads to a perception amongst some staff of unfairness and lack of transparency. A new Car Parking Policy will be developed setting out revised permit allocation criteria to ensure that allocation is consistent across all University staff, so that permits are allocated to those with most need.

Commitment CP4: A potential charging model will be considered (as part of the new Car Parking Policy) with further work being undertaken on the feasibility of potential charging models and enforcement options and their impact on staff, particularly in the context of the likely introduction of GCP demand management initiatives.

Walking – links to aims A1, A2, A3 and A5

5.7 The 2018 Staff Travel Survey gave a mode share result of 8% for walking.

Commitment W1: The University will work towards the provision of appropriate segregated, direct and prioritised walking routes on its sites, built to good practice standards, and connecting seamlessly with the wider pedestrian network and adjacent road network.

Commitment W2: The University will improve pedestrian facilities on its estate, continuing to provide appropriate initiatives to support those who walk to work.

Commitment W3: The University will review its own standards for pedestrian facilities in light of good practice standards elsewhere.

Commitment W4: The University will work with its partners in GCP and the Combined Authority to deliver improved infrastructure that delivers more direct, attractive and safer pedestrian routes.

Cycling – links to aims A1, A2, A3 and A5

5.8 The 2018 Staff Travel Survey gave a mode share results of 37% for cycling.

5.9 More would be encouraged to cycle, and over longer distances, if safer cycle routes were available.

Commitment C1: The University will work towards the provision of appropriate segregated, direct and prioritised cycle routes on its sites, built to good practice standards, and connecting seamlessly with the wider cycle network and adjacent road network.

Commitment C2: The University will improve cycling facilities on its estate, continuing to provide appropriate initiatives to support those who cycle (such as pool bikes, cycle training and Dr Bike maintenance sessions etc), and supporting bike sharing schemes where they wish to work with us.

Commitment C3: The University will review its own standards for cycling infrastructure and other facilities in light of good practice standards elsewhere.

Commitment C4: The University will work with its partners in GCP and the Combined Authority to deliver improved cycling infrastructure that delivers more direct, attractive and safer cycling routes.





Bus and Train – links to aims A2, A3, A4 and A5

5.10 The 2018 Staff Travel Survey gave mode share results of 9% for bus and 6% for rail journeys.

5.11 Improved public transport is key to delivering an alternative to private car use for commuting, especially for journeys that are too far to reasonably cycle. However the cost of travel is a key consideration for staff and a perception of poor value for money often acts as a deterrent to public transport use as does poor public transport information in real time, and poor infrastructure.

Commitment PT1: The University will continue to fund the Universal bus service linking Eddington and Cambridge Biomedical Campus (CBC) via the key University sites at West Cambridge and the City centre, providing a reliable, high quality service benefitting University staff and students, as well as the wider Cambridge community.

Commitment PT2: The University will work with its partners in GCP and with other major employers in the city to influence the commercial operators to provide improved bus services from outlying areas to the city centre and to key University sites and other large employment sites.

Commitment PT3: The University will work with its partners in GCP and with other major employers in the city to contribute to the development of new public transport solutions for Cambridge, for example app-based demand-responsive services similar to ArrivaClick and Oxford Pick-me-Up.

Commitment PT4: Where partnership working or the marketplace do not provide what is required, consideration will be given to securing additional services directly. This will include developing a decision and funding framework for new routes or route extensions, such as the proposed new route from Eddington to the Science Park/Cambridge North Station, and potential extensions of the Universal route from CBC to Cambridge South Station and Babraham or Trumpington Park & Ride sites.

Commitment PT5: The University will seek to improve the value for money of public transport options by

- Negotiating new discounts where none exist at present, or seeking to increase the level of discount;
- Actively promoting discounts to staff in order to achieve increased take up to benefit the operators; and
- Where discounts are not provided commercially, giving consideration to direct subsidy to staff;
- Working with partners to deliver more flexible ticketing options.

Commitment PT6: The University will work with its partners in GCP, and with other major employers in the city, to roll out improved public transport information at major hubs, taking the “smart panel” concept into University buildings, as well as phone apps and web access. The University will support, where possible, proposals from its partners in GCP and the Combined Authority to deliver improved public transport infrastructure that delivers more attractive and predictable bus services.

Transport Electrification – links to aims A2, A3, A5 and A6

5.12 The University has 12 electric vehicle charging points (EVCP) across the University's estate for staff and visitors and 25 at Laundry Farm used by the Estate Management fleet. At the time of writing there are an unknown number of electric vehicles (EVs) regularly brought on site and 22 EVs in the Estates fleet.

5.13 The total University fleet comprises around 130 vehicles, of which only 22 of the Estate Management vehicles are EVs although others are being acquired as replacements fall. There is also an unknown number of vehicles owned by Colleges.

5.14 Our priorities are therefore to electrify the vehicles that are used the most:

- the University fleet
- buses on routes subsidised by the University
- delivery vehicles
- staff cars if travel by single occupancy car is the only option

Commitment TE1: Where suitable vehicles are available the University will work towards 100% electrification of the vehicles in its fleet, including departmental vehicles, by 2030.

Commitment TE2: The University will work towards electrification of the Universal bus service from July 2021.

Commitment TE3: The University will work towards the electrification of contractors' vehicles by ensuring appropriate questions are included in the procurement process

Commitment TE4: The University will increase the number of EVCPs for staff use and develop a policy for their use, including charging for the electricity used.



Relationship with the Spatial Plan and Working Practices – links to Aims A2 and A3

5.15 The 2018 Staff Travel Survey, with its 1% mode share for working from home shows that there is a number of staff for whom working from home is an option. There is also a range of softer measures that can be implemented to encourage and support staff to travel sustainably, or to not travel at all.

Commitment R1: The University will support the development of agile working policies for staff which contribute to reducing the need to travel.

Commitment R2: The University will develop and deliver building level travel plans as required through the planning process.

Commitment R3: The University will make Personal Travel Planning (PTP) sessions available to staff.

Commitment R4: The University will work with partners (including colleges) to develop proposals for consolidation of deliveries, so that the “last mile” can be made by fewer, zero-emission vehicles (including bicycles), contributing to reduced congestion and to improved air quality.

Data, Information and Communications – links to all aims

5.16 The Staff Travel Survey is the key data source on staff travel patterns but it is recognised that data collection and analysis needs to be improved to inform investment priorities, in both hard and soft measures, as well as to measure progress including towards the carbon neutral target.

Commitment D1: The Staff Travel Survey will be reviewed in order to generate more robust data and a higher response rate across the whole range of University sites.

Commitment D2: Additional KPIs will be developed to measure progress.

Commitment D3: A mechanism to report more day to day issues, such as cycling and walking “bugs/issues” on or close to the University estate will also be developed.

Partnership– links to all aims

5.17 The University is a key partner in GCP, and transport is one of the three key areas for the partnership. A range of projects are being brought forward for delivery.

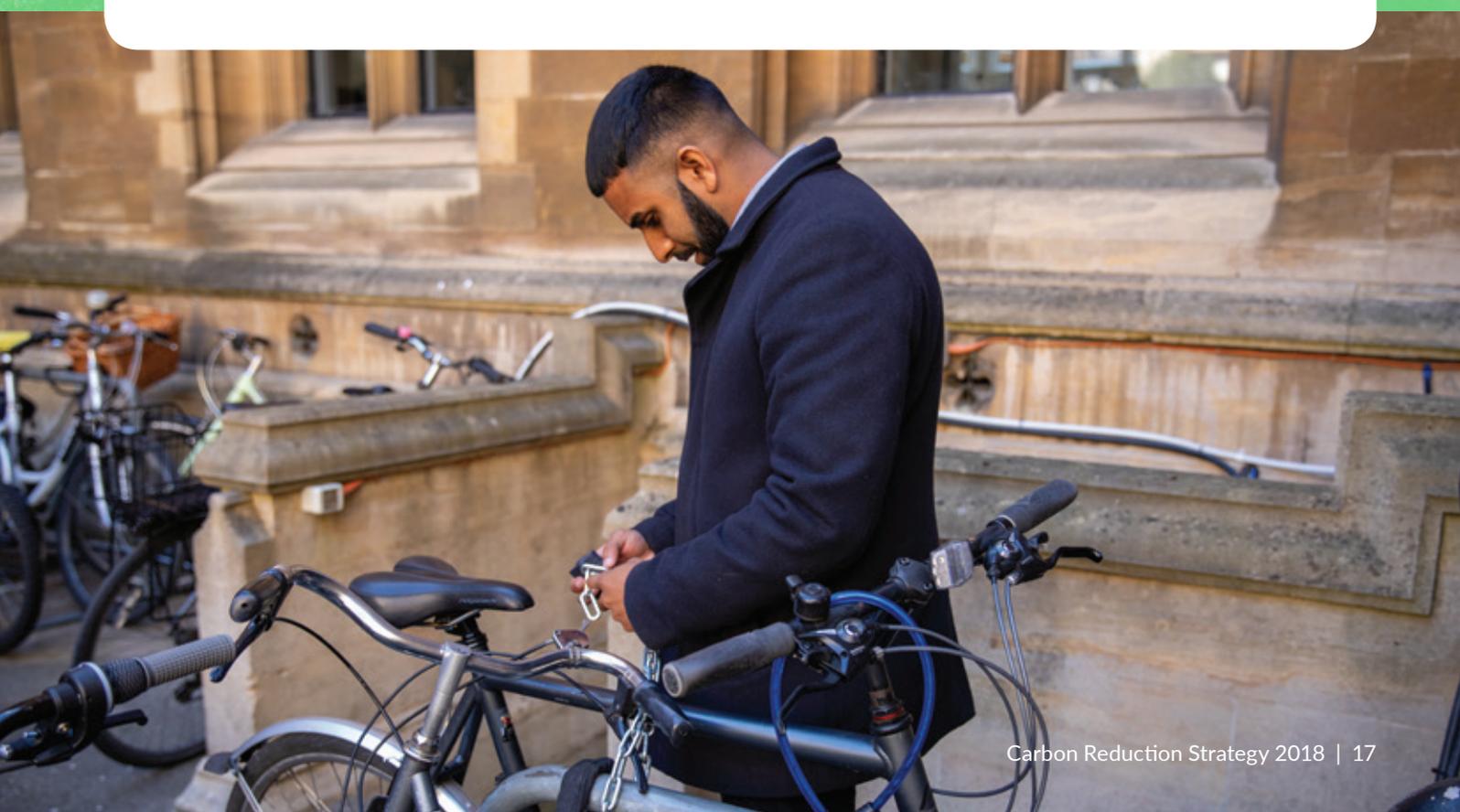
Commitment P1: The University will support and where appropriate enable the development of strategic proposals for mass transit and demand management.

Commitment P2: The University will work collaboratively with the Colleges on transport matters to deliver benefits to all parties.

Commitment P3: The University will work collaboratively on transport matters with partners on shared campuses (eg CBC) to deliver benefits to all parties.

5.18 The following table shows which commitments are within the University's direct control to deliver and those which require partnership working.

Theme	Within the University's direct control	Requiring partnership working
Car Parking	CP1, CP3, CP4	CP2
Walking	W1, W2, W3	W4
Cycling	C1, C2, C3	C4
Public Transport	PT1, PT4, PT5	PT2, PT3, PT6
Transport Electrification	TE1, TE2, TE3	TE4
Relationship with the Spatial Plan and Working Practices	R1, R2, R3	R4
Data, Information and Communications	D1, D2, D3	
Partnership		P1, P2, P3



Implementation, Monitoring and Review



6.1 An implementation plan to deliver the Strategy has been developed by the Transport Working Group. The implementation plan will be costed and where additional funds are required this will be considered through the University’s financial planning processes at the appropriate time.

6.2 Governance of the Strategy will be through the Environmental Sustainability Strategy Committee (ESSC).

6.3 An annual monitoring report covering the Staff Travel Survey and the progress on the implementation plan will be presented annually to ESSC. This will include data on the following initial Key Performance Indicators (KPIs):

KPI ref	Details	How currently measured
KPI1	Modal split for staff commuting by mode	Annual Staff Travel Survey
KPI2	Carbon emissions from staff commuting	Annual Staff Travel Survey
KPI3	Number of staff car journeys travelling on the A14 where it meets the M11 in morning peak hours	Annual Staff Travel Survey
KPI4	% of University fleet that is zero-emission	University records



