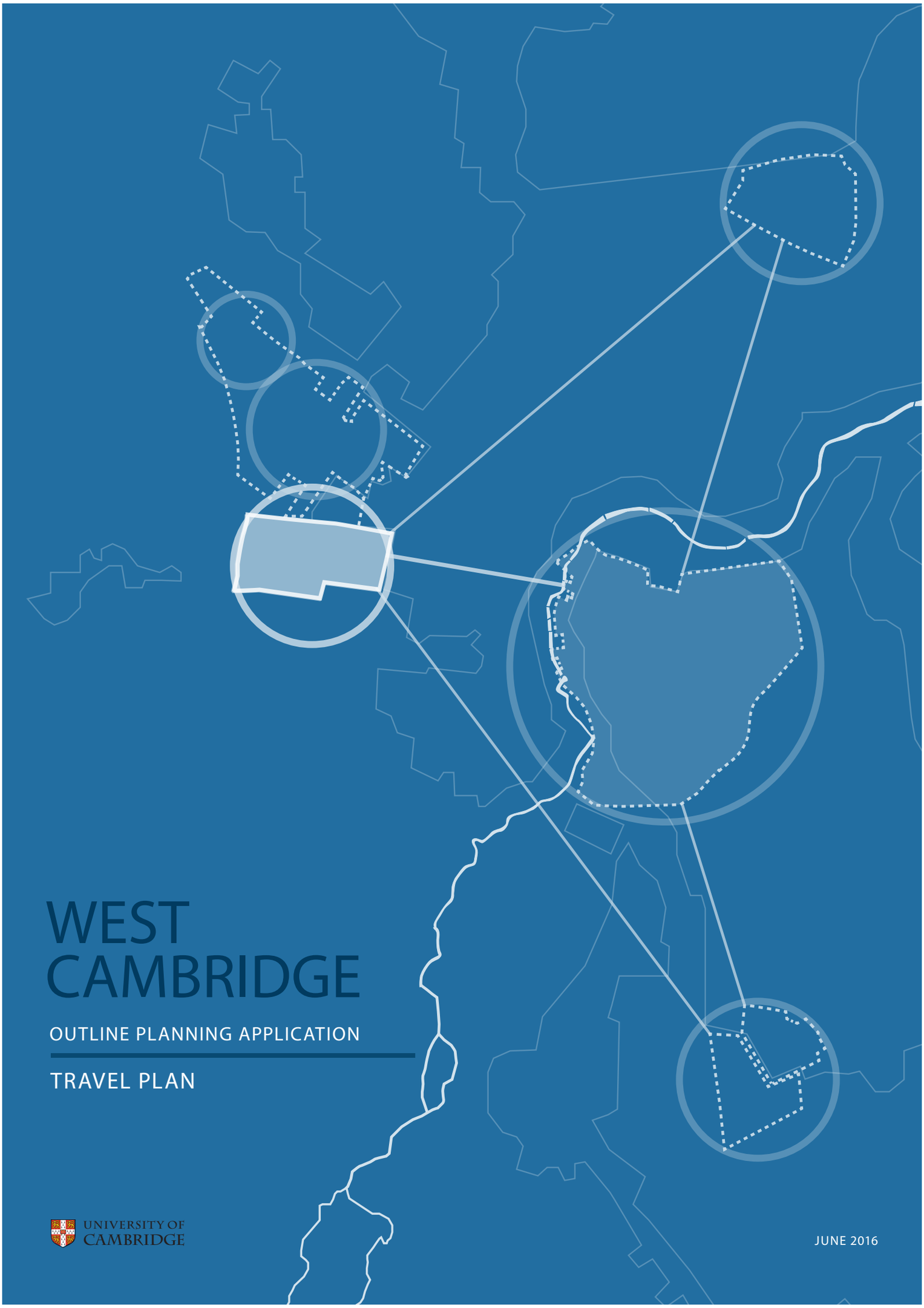


WEST CAMBRIDGE

OUTLINE PLANNING APPLICATION

TRAVEL PLAN

UNIVERSITY OF CAMBRIDGE

JUNE 2016

Document Control Sheet

Project Name: **West Cambridge Development**
Project Ref: **31500/5529**
Report Title: **Framework Travel Plan**
Doc Ref: **1.0**
Date: **June 2016**

	Name	Position	Signature	Date
Prepared by:	James Williams	Graduate Engineer	*James Williams*	13/06/2016
Reviewed by:	John Hopkins	Associate	*John Hopkins*	13/06/2016
Approved by:	Greg Callaghan	Partner	*Greg Callaghan*	13/06/2016
For and on behalf of Peter Brett Associates LLP				

Revision	Date	Description	Prepared	Reviewed	Approved
1.0	13/06/16	Planning Application	JW	JPH	GLC

Peter Brett Associates LLP disclaims any responsibility to the Client and others in respect of any matters outside the scope of this report. This report has been prepared with reasonable skill, care and diligence within the terms of the Contract with the Client and generally in accordance with the appropriate ACE Agreement and taking account of the manpower, resources, investigations and testing devoted to it by agreement with the Client. This report is confidential to the Client and Peter Brett Associates LLP accepts no responsibility of whatsoever nature to third parties to whom this report or any part thereof is made known. Any such party relies upon the report at their own risk.

© Peter Brett Associates LLP 2016

Contents

Glossary **1**
1 Introduction **2**
1.1 Introduction – and Surrounding Transport Context 2
1.2 What is a Travel Plan? 3
1.3 Background and Proposals 3
1.4 Purpose of this Framework Travel Plan 5
1.5 Purpose of site-specific Individual Travel Plans 6
1.6 Related Documents 7
1.7 Aims and Objectives 8
1.8 Structure of the Framework Travel Plan 9
2 Development Proposals **11**
2.1 Introduction 11
2.2 Site Location 11
2.3 Extant Development Background 11
2.4 Development Vision 12
2.5 Aims and Aspirations 13
2.6 Development Proposals 13
2.7 Flexible Approach 14
2.8 Site Access 15
3 Policy and Guidance Context **17**
3.1 Introduction 17
3.2 National Planning Policy Context 17
3.3 Local Policy 20
3.4 National and Local Guidance, and Best Practice on Travel Planning 23
3.5 Analysis and application of current policy, guidance and emerging strategies 26
4 Existing Transport and Movement Context **27**
4.1 Introduction 27
4.2 Summary of existing transport connections 27
4.3 Summary of transport connections 27
5 Aims and Objectives **28**
5.1 Introduction 28
5.2 Aims and Objectives 28
5.3 Delivery of the Aims and Objectives 29
5.4 Connection with Existing Transport Initiatives 29
5.5 Summary 30
6 Overall Travel Demand Management Strategy **31**
6.1 Introduction 31
6.2 Best Practice 31

6.3 Bottom Tier – Location 32
6.4 Second Tier – Built Environment 32
6.5 Third Tier – Overall Development Transport Coordinator and the Individual Travel Plan Coordinators 39
6.6 Fourth Tier – Services and Facilities 40
6.7 Top Tier – Marketing and Promotional Strategy 45
6.8 Wider application of the Travel Demand Management Strategy 48
6.9 Summary 48
7 Travel Patterns and Targets 49
7.1 Introduction 49
7.2 Future Base Mode Travel Patterns 49
7.3 Future Mode Shift Targets and Future Travel Patterns 50
7.4 Summary 52
8 Subsidiary Individual Travel Plan Guidance 53
8.1 Introduction 53
8.2 Travel Plan requirements 53
8.3 Travel Plan preparation process 55
8.4 Individual Travel Plan Coordinators – Roles and Responsibilities 57
8.5 Targets, Monitoring and Review 58
9 Implementation Programme and Responsibilities 60
9.1 Introduction 60
9.2 Implementation Programme 60
9.3 Implementing the Framework and Individual Travel Plan Measures 61
10 Management, Monitoring and Review 67
10.1 Introduction 67
10.2 The Need to Manage, Monitor and Review 67
10.3 Management Structure 67
10.4 Development Transport Coordinator – Roles and Responsibilities 68
10.5 Monitoring and Review Schedule 69
10.6 Contingency Measures 70
10.7 Ownership, Duration and Handover 71

Plates

Plate 1.1 – Framework Travel Plan – Management Structure 9
Plate 6.1 – The Travel Plan Pyramid..... 31
Plate 6.2 – Cycle parking systems 35
Plate 6.3 – Automated Cycle Storage (this shows an underground system)..... 35
Plate 6.4 – Future car parking provision responding to improvements in accessibility..... 36

Figures

Figure 1 - Strategic Site Location Plan
Figure 2 - Local Context Plan
Figure 3 - Local Road Network
Figure 4 - Existing Cycle Facilities
Figure 5 - Existing Bus Services
Figure 6 - Outline West Cambridge Public Transport Strategy

Appendices

Appendix 1 - The University City Wide Travel Plan
Appendix 2 - Access Parameter Plan
Appendix 3 - Travel for Cambridgeshire Travel Plan Guidance and Templates
Appendix 4 - Travel for Cambridgeshire Travel for Work data

Glossary

Adaptive Phased Approach	The derivation of a mitigation strategy to respond flexibly to the quanta of Development within the individual Key Phase being considered, the timescales for delivery, the conditions experienced on the network at that time, and the emerging infrastructure enhancement proposals.
Framework Travel Plan	The overarching document that sets out a framework of travel plan measures for a series of occupiers, such as at West Cambridge Development. It is one of a range of measures designed to reduce car use, setting out a series of transport interventions to encourage sustainable travel options typically for an organisation or occupier.
Individual Travel Plan	The document prepared by each individual occupier within the Development setting out measures to reflect their individual sites and uses - but still reflecting the strategy enshrined within the Framework Travel Plan.
Individual Travel Plan Coordinator	The person appointed by each occupier to manage and coordinate the implementation of an individual occupier's Travel Plan.
Key Phase	An individual phase to an agreed Development quantum of the various land-uses, to deliver part of the consented Outline Planning Application in accordance with the Adaptive Phased Approach.
Sustainable Transport Fund	A fund established to implement, manage, monitor and review the Framework Travel Plan.
Transport Coordinator	A University-appointed person responsible for delivering Travel Planning at the Development.
Transport Stakeholders Group	A group of the key stakeholders, including representatives from the University, occupiers, the highway authority, and transport providers.
Travel Behaviour Champions	People identified within the Development to assist in delivering sustainable travel proposals.
Travel Plan Manager	The University member of staff appointed to coordinate travel demand management activity across the University's City-Wide portfolio
University City-Wide Travel Plan	The document that sets out the travel plan measures across the University's portfolio (a copy is contained within Appendix 1).

1 Introduction

1.1 Introduction – and Surrounding Transport Context

1.1.1 This Framework Travel Plan has been produced by Peter Brett Associates LLP (referred to from here as Peter Brett Associates). It has been prepared on behalf of the University of Cambridge (referred to from here as The University) to accompany an application for planning permission for West Cambridge, an academic and commercial research development located to the south of Madingley Road, Cambridge. The Development is located within the administrative area of Cambridge City Council, to the west of the city of Cambridge as shown on Figures 1 and 2.

1.1.2 The University already has a proud reputation throughout the City for promoting its travel demand management strategy, and has always been proactive in delivering improvements to it – leading to the University implementing their City-Wide Travel Plan generally across their operations in 2011.

1.1.3 Due to the strategic nature, scale and complexity of the West Cambridge Development, the site is to be developed in a series of Key Phases; consequently, the measures included within this Framework Travel Plan will be implemented on a phase by phase basis. The measures to be implemented during each Key Phase of the development will be discussed and agreed with the highway authorities to ensure the measures implemented address the local challenges and transport context at that time.

1.1.4 This Framework Travel Plan is a “live” document, and will also be subject to periodic review – especially following seminal events in the Development – such as the build out of any other major elements of development at West Cambridge or a major occupation, or the results of monitoring or reviews of the overall strategy and mode shift targets.

1.1.5 This Framework Travel Plan is a site-specific travel plan prepared for West Cambridge, an academic and commercial research development located to the south of Madingley Road, Cambridge, and is intended to assist in the management of the vehicular trip generation of this Development.

1.1.6 West Cambridge is being brought forward within the context of some uncertainty, including:

i) the Cambridge Local Plan still being the subject of an Inquiry;

ii) clarity upon the form and programme for the A14 Huntingdon – Cambridge Improvement Scheme following publication of the Secretary of State’s Decision in May 2016;

iii) the deliberations surrounding the Greater Cambridge City Deal strategy and Long Term Transport Strategies; and

iv) Highways England’s need to consider measures along the M11.

1.1.7 These would have a significant and substantial effect upon the strategic movements of vehicles across the region, and influence the future access and movement strategy of West Cambridge – particularly in the mid- to late-Key Phases of the development.

1.1.8 As the outline planning application will be submitted prior to the detailed definition of these measures, as discussed with the Joint Authorities (Cambridge City Council – the planning authority, Cambridgeshire County Council – the local highway authority, and Highways England – the strategic highway authority):

i) a Transport Assessment provides a detailed assessment of the vehicular trip generation of an indicative first Phase of development only, relating to the 2021 scenario;

ii) the vehicular trip generation from West Cambridge is compared against that arising from the Extant Consent for this site;

iii) a detailed mitigation strategy is considered to respond to any further impact arising from the first Key Phase of development;

iv) whilst the supporting traffic flow information and potential effects reported in the Environmental Statement Transport Chapter for the 2031 Full Development assessment is contained within the Transport Assessment, an indicative mitigation strategy for the later phases of development is considered;

v) an 'Adaptive Phased Approach' will be adopted relating to the provision of mitigation measures to allow the mitigation strategy to respond to the quanta of development within any individual Key Phase proposals, the timescales for delivery, changes in future travel behaviour patterns, emerging transport policy, and the current uncertainty identified above relating to the wider transport and planning proposals;

vi) as such, further information relating to traffic impact, highway capacity assessment and mitigation will be provided subsequently relating to later Key Phases of West Cambridge in the context of further clarity being provided.

1.1.9 As part of the Adaptive Phased Approach adopted to deal with the traffic impact of the West Cambridge Development, the Framework Travel Plan will remain flexible to allow it to respond to changes as the future Key Phases are brought forward.

1.2 What is a Travel Plan?

1.2.1 A Travel Plan is a document that identifies the measures to reduce the occurrence of private vehicle trips to and from a site or location by supporting and promoting sustainable transport modes such as walking, cycling, public transport use, and car sharing, as well as alternatives to travelling such as tele-working. Measures are customised to the site context, but typically include public transport promotion, car sharing schemes and improvements to cycle facilities and walking conditions.

1.2.2 This Framework Travel Plan provides an over-arching travel demand management strategy for West Cambridge as a whole. From this document, more localised initiatives will operate for the individual research and workplace occupiers throughout the development, of further, site-specific Individual Travel Plan documents. This Framework Travel Plan will therefore be used as a basis to inform the development of these Individual Travel Plans once site occupiers are known.

1.2.3 The Framework Travel Plan is a living document that is intended to respond to (amongst other elements) changes of planning and transport policy, development phasing and delivery, available transport infrastructure, and observed travel patterns.

1.3 Background and Proposals

1.3.1 An existing masterplan for West Cambridge was approved in 1999 (planning application reference C/97/0961/OP) and reviewed in 2004 - development has been progressing subsequently on-site. Around 61% of the consented Academic Research and 27% of the Commercial Research development areas are now complete.

1.3.2 Following the inclusion of the densification of the consented West Cambridge Development in the emerging Local Plan, the University has worked developing an outline planning application for the greater area of development. Peter Brett Associates LLP has been commissioned to undertake all transport related work - including the Framework Travel Plan – to support this application.

1.3.3 The promoter of this scheme, the University, is one of the world's leading universities. It is renowned for the excellence of its teaching and research, and it makes a significant contribution to the prosperity of the city of Cambridge and the UK economy. To maintain its reputation as a world leader, the University must continue to develop and grow.

1.3.4 It is a joint aspiration of Cambridge City Council and the University to densify land-use where possible to foster further opportunities of high technology research and development, to help ensure future opportunities come to fruition within Cambridge. A review of the earlier consent for West Cambridge provides such an opportunity for a review.

1.3.5 The University already has a proud reputation throughout the City for promoting its travel demand management strategy, and has always been proactive in delivering improvements to it (such as the University implementing their City-Wide Travel Plan generally across their operations in 2011). Indeed the University was founding member of the Travel for Cambridgeshire (formerly known as the Travel for Work Partnership) established in co-operation with the City Council.

1.3.6 Whilst the University has already agreed a quality Framework Travel Plan and travel demand management strategy for their adjacent North West Cambridge Development, there is currently no Travel Plan in place for the extant West Cambridge Development. This will be rectified by the provision of a new Framework Travel Plan, to be deployed for:

i) all new development;

ii) all existing development occupied by University users; and

iii) any independent existing occupier who wishes to be involved in the Travel Plan process will be encouraged so to do, the University will consider what benefits to be offered to the new occupiers will also be offered to the existing.

1.3.7 As such, the travel demand management philosophy endorsed across Cambridge by the University will be continued at the Development, which will have different travel characteristics to a typical research-based development in the United Kingdom, or indeed to other similar commercial developments throughout Cambridge.

1.3.8 The Development and the supporting transport strategy are designed to capitalise upon and emphasise the benefit of the locational and accessibility characteristics of the Site. The proposed low car usage at this Development will be as a result of the following:

- selecting the employment offer in the proposed academic and commercial research land uses to complement other local developments;
- University-related commercial research facilities - with available nearby residential accommodation - demonstrably having far lower car trip generation rates than equivalent commercial science park facilities;
- occupiers able to use the retail, community and leisure facility offer located within West Cambridge, as well as that marginally further afield within the nearby North West Cambridge Development, still within reasonable walking distance;
- delivering a quality pedestrian and cycling strategy, to accommodate and encourage all occupiers to use alternative means of transport to the car;

- providing a quality public transport service, in combination with West Cambridge being located in close proximity to the Madingley Road Park and Ride hub served by a number of services to locations across the city and county directly;

- providing the Transport Coordinator role for the development;

- delivering quality travel demand management measures for all occupiers throughout the site; and

- the proposed car parking rate provision for West Cambridge being lower than the existing rates of car parking - the academic research land uses within the Development having a lower car-based trip generation than commercial research land uses.

1.3.9 As outlined above and in the Transport Assessment, West Cambridge is in a good sustainable location and has excellent accessibility characteristics. Its location and form, together with the relationship to the key movement corridors and the city centre, are fundamental aspects of this. In addition, West Cambridge would be characterised by good access to public transport routes and key transport nodes to increase opportunities for non-car travel. These factors are complemented by and build upon the already extant:

- University City-Wide Travel Plan - designed to encourage non car travel by all University members; and

- the North West Cambridge Framework Travel Plan, to manage, control and minimise the car usage associated with the University's development proposals.

1.3.10 This West Cambridge Framework Travel Plan has been prepared in tandem with and to inform the Transport Assessment also produced by Peter Brett Associates. It should therefore be read in conjunction with that document.

1.4 Purpose of this Framework Travel Plan

1.4.1 This document sets out the overall travel demand management strategy and a framework travel plan for each Key Phase of development at West Cambridge. This is to provide a core framework of potential measures that can be implemented at the Site to encourage sustainable travel and reduce single occupancy private vehicle use associated with all activities at the Development. The measures identified within this Framework Travel Plan are designed to encourage a mode share geared toward sustainable modes of travel.

1.4.2 This Framework Travel Plan also provides an over-arching strategy for West Cambridge as a whole, from within which more localised initiatives will operate for the individual research occupiers and the workplace occupiers, through the development of further, site-specific Individual Travel Plan documents. This Framework Travel Plan will be used as a basis to inform the development of the Individual Travel Plans once site occupiers are known.

1.4.3 The Framework Travel Plan outlines a holistic group of "hard" and "soft" measures designed to encourage sustainable travel to and from the Development and to reduce the use of private vehicles from the outset. Through this approach, take-up of measures such as car sharing would be optimised, and improvements to public transport, walking and cycling facilities promoted to a large target audience.

1.4.4 Best practice guidance suggests that a Framework Travel Plan is pertinent for developments which will be occupied by a number of different independent organisations.

1.4.5 The Framework Travel Plan will evolve as the planning and development process continues. This will involve fine-tuning to take account of the actual characteristics of the Development when built - such as:

- the characteristics of target audiences;
- current mode choice; and
- propensity to change mode.

1.4.6 To ensure effective implementation and management of the Framework Travel Plan and the transport strategy generally, the University of Cambridge will provide and support:

- a Transport Coordinator for West Cambridge (referred to as the Development Transport Coordinator) (although yet to be determined, this role could be a natural extension for the North West Cambridge Development Transport Coordinator);
- the establishment and running of the Transport Stakeholders Group, consisting of key stakeholders; and
- a Sustainable Transport Fund for the implementation, management, monitoring and review of the Framework Travel Plan.

1.4.7 To support the Development Transport Coordinator:

- Individual Sustainable Travel Behaviour Champions will be identified within the development to assist in delivering sustainable travel proposals; and
- there will be a requirement to appoint further individual workplace and academic Travel Plan Coordinators to implement and manage their own measures and strategies.

1.5 Purpose of site-specific Individual Travel Plans

1.5.1 Occupiers who lease or purchase workplace buildings at West Cambridge will be required to partake in the Travel Plan process as part of the terms of lease or purchase clauses.

1.5.2 In addition, the University will prepare a travel plan for the existing residential development.

1.5.3 Whilst the Framework Travel Plan will provide the over-arching strategy and Travel Plan for the whole of the Development, more localised initiatives will be developed by individual occupiers tailored to reflect their individual sites and uses - but still reflecting the strategy enshrined within the Framework Travel Plan. Each occupier will prepare their Individual Travel Plans endorsing these measures.

1.5.4 These site-specific workplace Individual Travel Plans are ‘destination’ travel plans, and focus primarily on commuter travel during the course of work - the precise requirements will vary according to the size of the organisation, the number of employees, and the area occupied - and will reflect national and local guidance.

1.5.5 All Individual Travel Plans will include a range of measures that aim to influence positively travel patterns to assist in the delivery of sustainable transport. These measures are aimed at influencing choice of travel modes, with an emphasis on reducing reliance on single occupancy car travel. The broad aims and objectives of the Travel Planning process are as follows:

- to reduce reliance on the private car with a long-term strategy of mode shift away from single occupancy car use;
- to build upon good urban design principles that maximise the permeability of the development for promoting walking, cycling and public transport use;

- to promote the use of car sharing;
- to reduce costly road traffic congestion and minimise further damage to the environment in the context of sustainable development which is consistent with Government policy;
- ensuring strong connectivity with the rest of Cambridge to create an integrated urban extension;
- to promote healthy lifestyles and sustainable, vibrant local communities.

1.5.6 Details of the Individual Travel Plan requirements are provided within Section 8 of this Framework Travel Plan.

1.6 Related Documents

1.6.1 The Framework Travel Plan is a key element in delivering the Development transport strategy. The elements of this transport strategy, also described within various sections of the Transport Assessment, include:

- the Access and Movement Strategy (Section 5) ;
- Walking and Cycling Strategy (Section 6);
- Public Transport Strategy (Section 7) ;
- Car Parking Provision, Vehicular Access and Site Layout (Section 8); and
- Travel Demand Management Strategy (Section 9) – reflecting the strategy enshrined within this Framework Travel Plan.

1.6.2 All the measures within these strategies will contribute to the objectives of the Framework Travel Plan.

1.6.3 This Framework Travel Plan and the Transport Assessment are inter-related. Within the Transport Assessment, a Person Trip Analysis has been used to assess the total number of person trips by each land-use within the Development. As the data used to inform this - including the initial modal share - contain observations from existing development, it represents conservative (over-estimate) assumptions as to the car driver mode choice. For example, the existing West Cambridge data are derived from the current predominantly car-orientated development, with only limited (if any) travel demand management, with trip rates by car significantly higher than are anticipated in the future at the University's West Cambridge Development.

1.6.4 For context, the consented mixed-use North West Cambridge Development, also promoted by the University, is located to the north of Madingley Road. This development was supported by a Framework Travel Plan for the site originally submitted as part of the outline planning application in September 2011. Both the County Council and the Highways Agency confirmed that the document was robust, and completed to a standard acceptable to them. North West Cambridge received planning consent (subject to Conditions) in February 2013.

1.6.5 The West Cambridge Framework Travel Plan will build upon the success of the North West Cambridge Travel Plan and continue to improve the effectiveness of Travel Plans in Cambridge. Indeed, the Travel Planning for the North West Cambridge and West Cambridge Developments may be progressed together - possibly synergising with other colleges where possible - to maximise the measures and opportunities.

1.7 Aims and Objectives

1.7.1 The Planning policy vision and objectives for the Development were established in detail in the Cambridge City Council Emerging Local Plan 2014 – Proposed Submission July 2013. Policy 18 identified West Cambridge as an area of major change, with development permitted in line with existing planning permissions:

> *"Any densification of development on the site that results in a significant increase in floorspace, over that already approved, will be supported, providing:*
>
> - *it includes a comprehensive transport strategy for the site, incorporating a sustainable transport plan to minimise reliance on private cars. This should include assessing the level, form and type of car parking on the site;*
> - *that walking, cycling and public transport links (including access for all) to the city centre, railway station(s), other principal educational and employment sites, and other key locations within the city are enhanced to support sustainable development;*
> - *that proposals provide appropriate green infrastructure which is well integrated with the existing and new development and with the surrounding area."*

1.7.2 Development and transport systems will be planned in order to facilitate sustainable modes of travel to and from the site, with recent technological advances to be investigated by the University to assist in reducing the number of trips made by the private car.

1.7.3 Assessment of the predicted mode share associated with the Development proposals, set out in Tables 7.1 to 7.3, concluded that a Single Occupancy Car Driver initial mode share target of 26% single occupancy car driver trips to work would be appropriate. This initial single occupancy car driver mode share would be monitored, and the target reduced to reflect the University's aspirations to deliver yet more sustainable travel.

1.7.4 The University is committed to the delivery of this aspiration by a combination of:

- creating an inherently and holistically sustainable form of development;
- focussed travel demand management measures;
- encouraging the use of non-car modes of transport;
- discouraging the use of car mode; and
- utilising technological advances to encourage sustainable modes of travel.

1.7.5 As noted above, the University already has a proud reputation throughout the City for promoting its travel demand management strategy and the journey to work mode shares reviewed later in this document demonstrate the success of this strategy. The University's Environmental Policy, approved in 2015, includes target for travel, and extending the University's already effective travel demand management strategy to the Development would form a fundamental part of integrating the Development into the City's most sustainable travel patterns. A copy of the latest University Travel Plan 2011 (ratified by the University in July 2011 – and referred to hereafter as "the University City-Wide Travel Plan") is enclosed in Appendix 1. The University anticipates that this City-Wide Travel Plan would be periodically reviewed and amended to reflect changes to travel demand management processes.

1.7.6 The University is committed to delivering a transport strategy to manage the effects of the Development across the highway network. This Framework Travel Plan, along with the suite of Individual Travel Plans that flow from this Plan, forms an integral part of the University's strategy to mitigate the impact of the Development from within.

1.7.7 With respect to this Development, the overall broad objectives of the Development Travel Planning process for West Cambridge are:

- to reduce the overall reliance on the private car for all trip purposes with a long-term strategy of mode shift away from single occupancy car use;
- to build upon good urban design principles that increase the permeability of the development for promoting walking, cycling and public transport use;
- to promote the use of car sharing where appropriate;
- to reduce costly road traffic congestion and further damage to the environment in the context of sustainable development which is consistent with Government policy; and
- to encourage a high level of community involvement in travel behaviour change initiatives.

1.8 Structure of the Framework Travel Plan

1.8.1 This Framework Travel Plan provides details of the over-arching strategy and travel based targets and outcomes for West Cambridge, within which all constituent occupiers will operate, prepare and implement their own travel plans, consistent with the site-wide targets.

1.8.2 The structure of the Framework Travel Plan is illustrated in Plate 1.1.

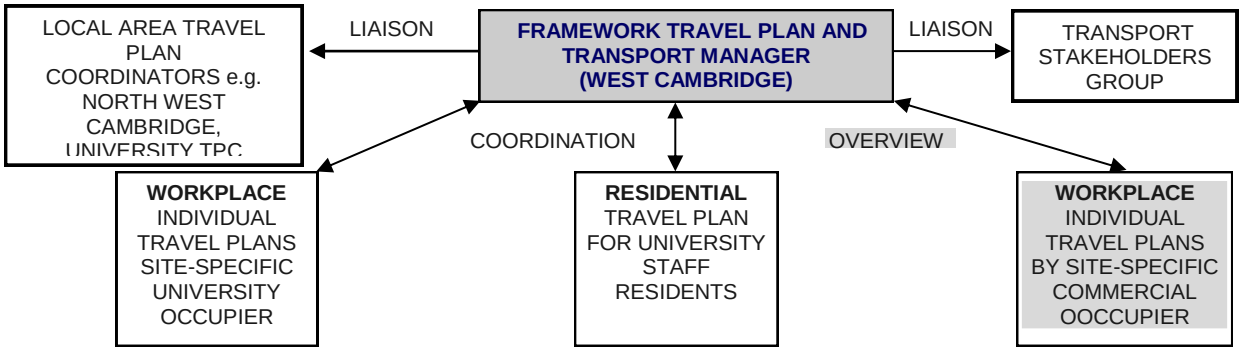


Plate 1.1 – Framework Travel Plan – Management Structure

1.8.3 This Framework Travel Plan is the latest issue of a working document that will be monitored, reviewed and revised where necessary. Given the length of time over which the Development will be implemented, changing transport and planning policies and the potential for different outcomes to that set out in the Transport Assessment, this Framework Travel Plan and the relevant transport measures are designed to be flexible and adaptable to changing circumstances.

1.8.4 Following the Introduction, the Framework Travel Plan has the following structure:

- **Section 2** highlights the Development proposals;
- **Section 3** summarises relevant national and local policy;
- **Section 4** summarises the existing transport and movement context for the Development;
- **Section 5** outlines the aims and objectives of the Framework Travel Plan;
- **Section 6** sets out the overall travel demand strategy for the Development;
- **Section 7** summarises the estimated trip generation forecasts from the Transport Assessment and outlines the Framework Travel Plan target;
- **Section 8** provides guidance for individual sites, occupiers or users to prepare and implement their own subsidiary Travel Plans;
- **Section 9** describes the implementation strategy and a toolkit of measures that can be implemented; and
- **Section 10** describes the on-going management, monitoring and review process including possible funding mechanisms.

2 Development Proposals

2.1 Introduction

2.1.1 This section summarises the site location and existing land uses on-site. Details of the Development proposals are also outlined.

2.2 Site Location

2.2.1 The Development is located to the west of the existing conurbation of Cambridge, as shown in Figures 1 and 2, and remains within the site boundary of the extant 1999 West Cambridge Development masterplan approval.

2.2.2 The centre of the Site is approximately 2km west of the City Centre of Cambridge – measured from JJ Thomson Avenue to the junction of Sidney Street and St Andrews Street. The strategic location of the Development is shown in Figure 1.

2.2.3 The Site is located immediately to the east of the section of the M11 motorway between Junctions 12 and 13. The site is bordered to the north by Madingley Road (the A1307 - which routes between M11 Junction 13 and the centre of Cambridge) and to the east by Clerk Maxwell Road. Immediately to the south, the Coton Footpath is aligned along the southern boundary – beyond that is agricultural land.

2.2.4 The Site lies within the administrative area of Cambridge City Council.

2.3 Extant Development Background

2.3.1 West Cambridge is currently a mixed-use development with academic and commercial research uses, with associated facilities.

2.3.2 Prior to the application for West Cambridge Development in 1999 (see below), consent had already been granted for a total of 72,152m^2 of academic and commercial research, with a minor amount of residential development.

2.3.3 Approval to the masterplan was originally granted in 1999 (planning application reference C/97/0961/OP), and subsequently reviewed in 2004. The Development has subsequently progressed with the elements of the original consent being delivered at different rates. The delivered and consented development mix is shown in Table 2.1.

Table 2.1: Extant Development Area Summary (GFA)

Land-Use (GFA)	Development pre-1997	Outline Consent 1999	Delivery completion (%)	Remaining Development
Academic Research (m^2)	44,000	73,000	75.4	**28,743**
Research Institute (m^2)	13,500	24,000	41.0	**22,098**
Commercial Research (m^2)	13,972	41,000	45.4	**29,988**
Shared Facilities (m^2)	0	18,000	9.3	**16,329**
Sports (m^2)	0	10,120	59.9	**4,060**
Residential (m^2)	680	10,000	100.0	**0**
Total (m^2)	**72,152**	**176,120**	**59.2%**	**101,218**
Car Parking	**3,150 spaces**			

2.3.4 Whilst no occupier at West Cambridge had previously prepared or agreed an Individual Travel Plan – travel demand management techniques had not started until well after the original development was consented, this was not a general obligation on developers - several occupiers have recently produced travel plans. All existing occupiers will be encouraged to participate in the travel planning process, the University will provide support to enable this.

2.4 Development Vision

2.4.1 The University aspires to develop the Site into a high quality academic and research campus, and to review the existing masterplan to deliver a greater density of development to the same high levels of quality.

2.4.2 The University has a vision for the Site that aspires to provide a high quality urban environment that is well integrated to the city centre and surrounding suburbs, as well as emerging developments such as the North West Cambridge development. The vision comprises five themes which collectively provide the purpose of the Proposed Development, to:

1. optimise the amount of development on Site, supporting the City and Region as a world leader in research and development.

2. support the commercialisation of knowledge through entrepreneurship and collaboration with industry.

3. create and sustain a high quality place by transforming the physical and social environment for Site users and neighbours across the City.

4. deliver adaptable and efficient space to support viability and long term value creation.

5. deliver sustainable development, proactively investing in the quality of place and integration within the City.

2.5 Aims and Aspirations

2.5.1 As explained above, the University already has a proud reputation throughout the City for promoting its travel demand management strategy, and has always been proactive in delivering improvements to it. This philosophy will be continued at the Development, which will have significantly different travel characteristics to such typical developments elsewhere in the United Kingdom. This will be as a result of the following:

i) controlling parking on-site at the academic sites by using the University's motor Proctorial control;

ii) key workers and commercial research workers being able to live at the adjacent North West Cambridge Development in close proximity to their place of work;

iii) each occupier appointing the Individual Travel Plan Coordinator role for all occupiers of the development;

iv) the University-related commercial research facilities, with nearby residential accommodation, demonstrably having far lower car trip generation rates than equivalent commercial science park facilities;

v) academic research land uses within the Development having limited car parking and a lower car-based trip generation than commercial research land uses.

2.5.2 An effective travel demand management strategy would form a fundamental part of minimising car impact on the surrounding highway network, and maximising sustainable modes of travel. At the heart of delivering this travel demand management strategy is this Framework Travel Plan and the subsequent Individual Travel Plans.

2.6 Development Proposals

2.6.1 An outline planning application is to be submitted in 2016 to support the further densification of development at the West Cambridge site, above that already approved under the 1999 outline consent. This is in accordance with the Proposed Submission document of the Cambridge Local Plan 2014.

2.6.2 The new application will seek permission for additional floorspace, comprising commercial research floorspace, along with Academic research providing a mix of teaching and research space.

2.6.3 The new proposals seek to densify the existing site beyond the previous outline consent, as highlighted within Policy 18: West Cambridge Area of Major Change, in the Proposed Submission document of the Cambridge Local Plan 2014.

2.6.4 The Proposed Development will achieve the Development Vision through a series of parameter plans and a broadly defined description. This will allow flexibility in the description of the development. This reflects a key aim of the Proposed Development, to build in flexibility into the planning consent, so that the University can respond to changes in academic and commercial demand over the next twenty years or so, without needing to revisit the outline planning permission.

2.6.5 The Proposed Development comprises a series of parameter plans. The Access and Movement Parameter Plan is included in Appendix 2.

2.6.6 The Development incorporates both D1 academic research, and B1 commercial research, among other land uses, selected to respond to the needs of the University, and to densify the use of the Development. It has been assumed that the Development mix is as shown in Table 2.2.

Table 2.2: Proposed Development Land use Mix (GFA)

Land-Use (GFA)	Full Development (m2)
Academic Research (m^2)	257,909
Commercial Research and Research Institute (m^2)	210,386
Nursery (m^2)	3,150
Shop, Café Restaurant, Pub - A1-A5 (m^2)	1,000
Assembly and Leisure	10,160
Residential (m^2)	10,000 (206 units)
Ancillary Infrastructure (data centre, energy centre)	7,675
Total (m^2)	500,280
Car Parking (spaces)	4,390

2.6.7 The Proposed Development would be constructed in a series of Key Phases depending on market demand and would likely occur over a 15 year period. The assumed opening date for all construction to be complete and the Proposed Development to be fully built out is 2031.

2.6.8 The Development has been formulated to ensure future flexibility in delivering the transport strategy throughout the implementation process, and reflects the following key principles for access and movement:

i) good permeability and accessibility for non-motorised users, particularly pedestrians and cyclists;

ii) enhanced connectivity for pedestrians to surrounding existing areas, including to local recreational footpaths;

iii) excellent accessibility to public transport through the provision of bus routes through the Site;

iv) non-primary vehicular routes – the ability to design these as shared surface with speeds controlled to 20mph or less as set out in the “Manual for Streets” would be established with reference to the bus strategy; and

v) good access for academic and commercial research to bus routes and transport nodes to increase potential patronage.

2.7 Flexible Approach

2.7.1 The proposed strategy to address the Transport and Access issues associated with West Cambridge has been discussed with the Joint Authorities and this is summarised in this section.

2.7.2 The strategy to resolve transport impacts of the application represents a flexible approach towards the delivery of the development, and an adaptive 'Adaptive Phased Approach' to mitigation of the impacts of the development proposals reflects this. To maintain future flexibility, the proposed mitigation for later Key Phases will respond to the quanta of development within the individual Key Phase proposals, the timescales for the delivery, changes in future travel behaviour patterns and emerging transport policy.

2.7.3 The measures included within this Framework Travel Plan will be implemented on a phase-by-phase basis. The measures to be implemented during each Key Phase of the development will be discussed and agreed with the highway authorities to ensure the measures implemented address the local challenges and transport context at that time.

2.8 Site Access

Vehicular Access

2.8.1 Vehicular access to the West Cambridge site is from Madingley Road. There are currently two main vehicular access points to the site:

- at JJ Thomson Avenue, by a ghost island priority junction; and
- at High Cross – the previous priority junction has been upgraded to a traffic light controlled junction as part of the North West Cambridge site infrastructure.

2.8.2 In addition, a further priority junction, currently closed, between JJ Thomson Avenue and High Cross would provide limited access to an area of the Site occupied by the Vet School only.

2.8.3 To the east of the site, a further priority junction formed at Clerk Maxwell Road on the eastern boundary. Clerk Maxwell Road provides vehicle access to the existing 292 space Park and Cycle facility located to the north-east of the Site, and several pedestrian and cycle accesses to the site.

2.8.4 The existing JJ Thomson Avenue access would be upgraded to a traffic signal controlled junction with a controlled pedestrian and cyclist toucan crossing at a later stage of the West Cambridge Development in accordance with the Section 106 Agreement relating to the existing West Cambridge outline permission of 1999. Whilst the toucan crossing has been delivered, the full signalisation of this junction has been deferred awaiting the conclusions of this West Cambridge Masterplan Review.

2.8.5 As shown on Figure 3, there are four main roads on site:

- JJ Thomson Avenue;
- Charles Babbage Road;
- High Cross Road; and
- the Western Access

2.8.6 These would all be retained and used as the principal means for movement to and across the Site. Additional secondary roads would be constructed to increase connectivity across the Site. All existing and new vehicle routes and accesses would also allow for pedestrian and cycle movements.

2.8.7 Vehicle access will be provided to the Development by a series of existing, enhanced and new vehicular access points off Madingley Road as shown on Figure 2.3. These will be delivered through the duration of the Development, to a programme to be determined. These access points are:

i) the existing traffic signal controlled High Cross junction - which would be subjected during Phase 1 to an enhancement to include a ban on the right turn into the site from Madingley Road;

ii) the existing JJ Thomson Avenue priority junction – which could be subjected during later Post - Phase 1 phases to a traffic signal controlled upgrade;

iii) the existing Clerk Maxwell Road priority junction, which could be subject to a potential introduction of traffic signal control; and

iv) a new traffic signal controlled, restricted movement (right in / left out), access junction onto Madingley Road at the western end of the site, which would connect to the Western Access road. This would be delivered during later - Post Phase 1 - phases. This junction would intercept strategic traffic movements between the site and the west, including from the M11. This early interception would help to maintain conditions at other local junctions – such as High Cross.

2.8.8 In addition, a further existing priority junction between JJ Thomson Avenue and High Cross, currently closed, would provide limited service access only to the occupiers immediately adjacent to Madingley Road.

Pedestrian and Cyclist Access

2.8.9 Pedestrian / cyclist access to the Development and the surrounding area will be by a series of connections to the local area:

i) from the enhanced traffic signal controlled High Cross junction;

ii) from the traffic signal controlled upgrade of the JJ Thomson Avenue priority junction;

iii) from the traffic signal controlled upgrade of the Clerk Maxwell Road junction;

iv) the existing access to the Vet School site from Madingley Road; and

v) by regular connections to the existing Coton footpath to the south – connecting to the west - across the M11 by the existing footbridge, providing a connection towards Coton and Madingley – and the east – to Clerk Maxwell Road, Wilberforce Road and towards Adams Road and the City;

vi) a second east-west pedestrian and cycle route would be formed, accessing from the existing entrance approximately halfway along Clerk Maxwell Road, continuing westwards across JJ Thomson Avenue and through a new open space corridor linking up with High Cross Road.

2.8.10 The future access arrangement is summarised on the Access Parameter Plan, contained in Appendix 2.

3 Policy and Guidance Context

3.1 Introduction

3.1.1 This section outlines the existing National and Local policy relevant to the preparation and implementation of the Framework Travel Plan.

3.2 National Planning Policy Context

National Planning Policy Framework (2012)

3.2.1 When the National Planning Policy Framework (NPPF) was published on 27th March 2012, it replaced all Planning Policy Guidance notes (PPG) and Planning Policy Statements (PPS).

3.2.2 The NPPF promotes sustainable development and paragraph 14 of the document states that there is to be a "*presumption in favour of sustainable development*" when making plans and decisions.

3.2.3 Paragraphs 29 and 30 of the NPPF states transport policies should play a part in facilitating sustainable development and contribute to wider sustainability and health objectives. "*Encouragement should be given to solutions which support reductions in greenhouse gas emissions and reduce congestion.*"

3.2.4 According to Paragraph 29, there should be a positive balance in the transport system towards sustainable transport modes and this should give people a real choice about the way in which they travel. The need to travel could be reduced by smarter use of technologies.

3.2.5 A Transport Statement or Transport Assessment and Travel Plan should be provided for "*all developments that generate significant amounts of movement*" (Paragraphs 32 and 36). Decisions should ensure that they "*are located where the need to travel will be minimised and the use of sustainable transport modes can be maximised*" (Paragraph 34), and take account of whether:

- *the opportunities for sustainable transport modes have been taken up depending on the nature and location of the site, to reduce the need for major transport infrastructure;*
- *the opportunities for sustainable transport modes have been taken up depending on the nature and location of the site, to reduce the need for major transport infrastructure; and*
- *improvements can be undertaken within the transport network that cost-effectively limit the significant impacts of the development. Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe (Paragraph 32).*

3.2.6 To facilitate the use of sustainable modes of transport, Paragraph 35 states that, where feasible, developments should be located and designed to:

- *accommodate the efficient delivery of goods and supplies;*
- *give priority to pedestrian and cycle movements, and have access to high quality public transport facilities;*
- *create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians; and*
- *incorporate facilities for charging plug-in and other ultra-low emission vehicles; and*

- *consider the needs of people with disabilities by all modes of transport.*

Planning Practice Guidance – (Travel plans, transport assessments and statements in decision-taking – Updated 06/03/2014)

3.2.7 This Guidance supersedes earlier guidance published by the Department for Transport in 2009 ('Good Practice Guidelines: Delivering Travel Plans through the Planning Process') and has been prepared in consultation with Department for Communities and Local Government (DCLG), bringing together current practice from examples from around the country.

3.2.8 The guidelines cover, in particular:

- when is a travel plan required;
- how should the need for and scope of a travel plan be established;
- what information should be included in travel plans; and
- how should travel plans be monitored.

3.2.9 The planning practice guidance provides advice on what information should be included in Travel Plans and on how it should be monitored in paragraphs 011 and 012 respectively. Paragraph 011 of the guidance states that:

"Travel Plans should identify the specific required outcomes, targets and measures, and set out clear future monitoring and management arrangements all of which should be proportionate. They should also consider what additional measures may be required to offset unacceptable impacts if the targets should not be met.

Travel Plans should set explicit outcomes rather than just identify processes to be followed (such as encouraging active travel or supporting the use of low emission vehicles). They should address all journeys resulting from a proposed development by anyone who may need to visit or stay and they should seek to fit in with wider strategies for transport in the area.

They should evaluate and consider:

- *benchmark travel data including trip generation databases;*
- *information concerning the nature of the proposed development and the forecast level of trips by all modes of transport likely to be associated with the development;*
- *relevant information about existing travel habits in the surrounding area;*
- *proposals to reduce the need for travel to and from the site via all modes of transport; and*
- *provision of improved public transport services*.

They may also include:

- *parking strategy options (if appropriate – and having regard to national policy on parking standards and the need to avoid unfairly penalising motorists); and*
- *proposals to enhance the use of existing, new and improved public transport services and facilities for cycling and walking both by users of the development and by the wider community (including possible financial incentives)."*

3.2.10 And paragraph 012 states that:

> *"Travel Plans need to set out clearly what data is to be collected, and when, establishing the baseline conditions in relation to any targets.*
>
> *The length of time over which monitoring will occur and the frequency will depend on the nature and scale of the development and should be agreed as part of the Travel Plan with the developer or qualifying body for neighbourhood planning. Who has responsibility for monitoring compliance should be clear.*
>
> *Monitoring requirements should only cease when there is sufficient evidence for all parties to be sure that the travel patterns of the development are in line with the objectives of the Travel Plan. This includes meeting the agreed targets over a consistent period of time. At this point the Travel Plan would become a voluntary initiative."*

3.2.11 A detailed Travel Plan monitoring strategy is outlined within this document, including what data needs to be collected and the subsequent timeframes relating to this data collection. Full details are discussed in Section 10.

Highways Agency (now Highways England) 'Protocols for Planning and Development' (June 2014)

3.2.12 Despite now being referred to as Highways England, the existing policy documents are still current until further notice.

3.2.13 The Highways Agency (now operating as Highways England) launched four new protocols in November 2012 for planning and development, which aim to provide clear information to local authorities and developers in relation to how Highways England will work with them to support development and facilitate growth. These documents were updated in June 2014.

3.2.14 The third protocol entitled 'The Highways Agency and the Planning Application Process: A protocol for dealing with planning applications' was prepared to "*assist developers and their representatives working alongside Highways England when submitting planning applications for developments which could have an impact on the strategic road network*" and is designed to "*assist Local Planning Authorities, Local Highway Authorities and Highways England's internal planning teams in the review of planning applications to enable prompt and consistent responses*".

3.2.15 Appendix B of the third protocol (The Highways Agency and the Planning Application Process: A protocol for dealing with planning applications) summarises the requirements for Travel Plans:

> *"The travel plan should be prepared in accordance with the DfT's 'Good Practice Guidelines: Delivering travel plans through the Planning System'. However, in brief, a travel plan should include:*
>
> - *Details of existing accessibility;*
> - *Firm commitment to appoint a travel plan co-ordinator. For commercial developments this should be for the lifetime of the development and for residential developments this should be for a minimum of five years post full build out;*
> - *Firm commitment to implementation of or provision of funding for Travel Plan measures;*

- *Initial vehicular trip generation and mode split targets as used for the capacity assessments in the transport assessment and realistic on-going targets to reduce single occupancy car trips over time;*

- *Comprehensive monitoring regime to ensure that targets are being met and an agreed fall-back position should they fail to do so. These may include alternative mitigation measures, restrictions on subsequent phases of the development, or a commitment to reviewing the measures in consultation with the local planning authority and Highways Agency."*

Highways Agency Circular 02/2013: The Strategic Road Network and Delivery of Sustainable Development

3.2.16 Circular 02/2013 sets out the way in which the "*Highways Agency will engage with…the development industry to deliver sustainable development…whilst safeguarding the primary purpose of the strategic road network.*"

3.2.17 Paragraphs 25-31 which deal with "*Impact Assessment, travel plans and demand management*", of which the key points with relation to this site are outlined below:

Paragraph 26: "*The Highways Agency expects the promoters of development to put forward initiatives that manage down the traffic impact of proposals to support the promotion of sustainable transport and the development of accessible sites.*"

Paragraph 28: "*The preparation and implementation of a robust travel plan that promotes use of sustainable transport modes such as walking, cycling and public transport is an effective means of managing the impact of development on the road network, and reducing the need for major transport infrastructure.*"

3.2.18 The Travel Plan for West Cambridge includes measures to promote and encourage sustainable modes in order to manage the impact of development on the road network - these are summarised later in this document. This Travel Plan is therefore consistent with the key principles of Circular 02/2013.

3.3 Local Policy

Cambridge Local Plan (Revised Local Plan submitted in March 2014)

3.3.1 The principal document in the Cambridge Development Plan is the Cambridge Local Plan 2006 - a revised Local Plan was submitted to the Secretary of State on the 28th March 2014 for examination.

3.3.2 The Planning Inspectorate issued a letter on the 20th May 2015 advising the Council that the examination should be suspended whilst a number of concerns relating to the housing allocation are addressed. The 2006 Local Plan remains in force until the new Local Plan can be adopted. Policy 7/6 of the 2006 Local Plan identifies West Cambridge, South of Madingley Road as an area of major change. The site is recognised as a major allocation for University Faculty development, Research Institutes, commercial research and development, a sports complex, residential and associated uses.

3.3.3 In April 2015 the University and Cambridge City Council agreed a Statement of Common Ground setting out proposed amendments to draft Policy 18. Included within the amended text is the following commitment:

3. *"Any densification of development on the site that results in a significant increase in floorspace, over that already approved, will be supported providing that: ….*

g. *It includes a comprehensive transport strategy for the site, incorporating a sustainable transport plan to minimise reliance on private cars. This should include assessing the level, form and type of car parking on the site;*

h. *That walking, cycling and public transport links (including access for all) to the city centre, railway station(s), other principal educational and employment sites, and other key locations within the city are enhanced to support sustainable development; … "*

Cambridgeshire Local Transport Plan 2011 - 2026

3.3.4 Cambridgeshire's Third Local Transport Plan (also referred to as the LTP3) was adopted by CCC in January 2011, and covers the period 2011-2026.

3.3.5 Eight challenges are identified for Transport, a strategy is set out to address them.

3.3.6 Challenge 2 - Reducing the length of the commute and the need to travel by private car – states:

"Our transport strategy supports the development strategy for Cambridgeshire by aiming to reduce the need to travel and by providing sustainable travel options for new developments. We will focus on securing school, workplace and residential travel plans and support and encourage employers to adopt smarter choices measures to help reduce the need to travel. We will also support and encourage journey planning tools to improve information available for journeys by sustainable modes."

3.3.7 In Section 4 - Meeting the Challenges - the summary of the LTP strategy to respond to this Challenge 2 states:

The strategy … focuses on a wide range of smarter choices including workplace and residential travel planning, raising awareness of the different transport choices available to people, and promoting car sharing and car clubs…..

- *Support the development strategy for Cambridgeshire by aiming to reduce the need to travel and by providing sustainable travel options for new developments.*
- *Focus on securing school, workplace and residential travel plans and support and encourage employers to adopt smarter choices measures to help reduce the need to travel.*
- *Support and encourage journey planning tools to improve information available for journeys by sustainable modes.*

3.3.8 The document later identifies "*The need for more … workplace … travel plans*" as a barrier. CCC commits to overcoming this barrier by processes that would

- *Encourage and promote the adoption of …. workplace … travel plans;*
- *Support the development and adoption of local guidance and policies that promote travel planning, such as the upcoming Cambridgeshire Residential Travel Plan Guidance*
- *Encourage employers to introduce Travel for Work Partnerships (*now known as Travel for Cambridgeshire*) in offices*
- *Promote journey planning tools such as walkit (*the urban walking route planner*) and CamShare*

3.3.9 The West Cambridge Framework Travel Plan responds well in accordance with the requirements of the Local Transport Plan.

Greater Cambridge City Deal

3.3.10 The Greater Cambridge City Deal was promoted by Central Government, the local councils, businesses and the University of Cambridge, and aims to secure hundreds of millions of pounds of investment in the transport infrastructure, housing and skills needed to see future economic growth for the areas of Cambridge City and South Cambridgeshire District Councils.

3.3.11 The delivery of the City Deal has been separated across 3 tranches. 'Tranche 1', the first £100m of funding, will be made available for transport improvements in the five years from April 2015, and aims to be delivered by 2020. 'Tranche 2' and 'Tranche 3'' focus more on providing mitigation measures and long-term initiatives which will result from the increased pressure on the transport network. These are expected to be delivered after 2025.

3.3.12 Of direct relevance to West Cambridge - albeit the route around West Cambridge has not been confirmed yet:

i) a segregated orbital bus route will be provided with £23m of the first £100m of funding, made available for transport improvements in the five years from April 2015. This segregated orbital bus route will follow between the employment in the north and north-west of the city, the new residential communities to the west of Cambridge, and the Addenbrooke's Biomedical Campus to the south, avoiding the congested city centre. This scheme will deliver significant capacity for public transport; and

ii) improvements to west to east movements along Madingley Road are proposed. This includes the provision of a new segregated busway between the west – via Madingley Mulch Roundabout – and the east – to Grange Road.

3.3.13 Associated with these new route proposals are further proposals that are currently being considered for travel demand management measures to assist changes in travel patterns away from the car. These include:

i) investment by bus operators in new routes and services, taking advantage of the proposed peak-time congestion points to remove traffic from key bus routes (see below);

ii) enhanced pedestrian and cyclist infrastructure improving links in, across and to Cambridge;

iii) peak time congestion control points to create a low-traffic zone for only buses, cyclists local taxis and emergency vehicles;

iv) a workplace parking levy, charging employers for the provision of commuter car parking spaces;

v) on-street car parking controls, introducing residents' parking zones to ensure workplace car parking is not displaced;

vi) Smart transport technology to assist travellers making smart travel choices – including 'digital way finding', real-time traffic alerts and intelligent traffic signals at junctions to provide priority for buses and cyclists;

vii) expand on the existing travel planning service to assist businesses, schools and individuals to adapt to the changing travel options; and

viii) improvements to public space, and by reducing congestion, improvements to air quality.

3.3.14 Whilst these City Deal proposals will enhance connectivity to West Cambridge, the development is not dependent upon its delivery. Similarly, the delivery of West Cambridge will not prejudice the delivery of the City Deal proposals. The mitigation measures identified in the Transport Assessment and Framework Travel Plan fully address the requirements of West Cambridge, and it does not rely on the outcomes of City Deal measures.

3.4 National and Local Guidance, and Best Practice on Travel Planning

Smarter Choices - Changing the Way We Travel (July 2004)

3.4.1 In July 2004 the Department for Transport published the 'Smarter Choices - Changing the Way We Work' report in parallel with the 2004 White Paper 'The Future of Transport - A Network for 2030'. The study reviewed all available literature relating to travel planning, and undertook further case study research.

3.4.2 The study emphasised that a major programme of soft measures within the overall context of transport planning could result in a major reduction in traffic in urban areas across the UK. These soft measures include workplace and school travel plans, as well as other initiatives such as car sharing schemes, Car Clubs in association with car-free zones, personalised journey planning, teleconferencing, information and marketing, and home shopping.

3.4.3 The study suggested the following findings:

- workplace Travel Plans can reduce commuter car driving by between 10 per cent and 30 per cent at a cost to the local authority of £2 to £4 per head; and
- pilots of individualised marketing techniques delivered reductions in car use of between 7 and 15 per cent in urban areas and 2 to 6 per cent in rural and smaller urban areas.

3.4.4 Smarter choices are considered to offer cheaper solutions to transport problems, representing excellent value for money when compared to the cost of hard engineering measures. The report suggest that 'every £1 spent on well-designed soft measures could bring about £10 of benefit in reduced congestion alone, more in the most congested conditions'.

3.4.5 On the basis of the information contained within this study and in both White Papers, it is clear that travel plans play an integral part in managing transport demand in the future.

A Travel Plan Resource Pack for Employers (originally published in June 2004)

3.4.6 The Department for Transport's workplace Travel Plan guidance, 'The Travel Plan Resource Park for Employers" (June 2004) sets out the process of developing, implementing, and managing a Travel Plan for commercial development (i.e., not for residential). The guidance highlights that the components of a 'good' Travel Plan are as follows:

- information on current travel patterns;
- clear objectives;
- comprehensive package of measures and strategies;
- Travel Plan Coordination and management;
- employee involvement;
- marketing and promotion;

- clear targets; and
- monitoring strategy.

3.4.7 This FTP sets out how each commercial occupier will consider the above components.

A Review of the Effectiveness of Personalised Journey Planning Techniques (December 2005)

3.4.8 In December 2005, the Department for Transport published a review of the effectiveness of Personalised Journey Planning techniques. The aim of the study was to review and compare the different approaches and techniques and to evaluate where they might be most appropriately used.

3.4.9 The concept of personalised journey planning is to provide detailed advice on how to carry out a journey between A and B, preferably by sustainable transport modes. Of most interest to this process is that Travel Plan Coordinators act as Personalised Journey Planners as part of a package of measures being implemented in a Travel Plan.

3.4.10 The review concludes that more in-depth techniques such as direct marketing of transport modes and household and community travel behaviour can bring about a desired change. It is emphasised that Personalised Journey Planning, as part of workplace Travel Plans, can have encouraging results in modal shift.

Making Personal Travel Planning Work: Research Report (October 2007)

3.4.11 Personal Travel Planning (PTP) is defined within this document as: "a targeted marketing technique providing travel advice based upon personal trip patterns that seek to include voluntary travel behaviour changes in favour of more sustainable modes of transport". The document summarises the findings of a 6 month study, examining best practice in PTP, exploring different approaches and scales of operation, critically appraising the successes and failures of PTP to date.

The Essential Guide to Travel Planning (October 2007)

3.4.12 In October 2007, the Department for Transport published 'The Essential Guide to Travel Planning' report. This new guide reinforces and updates the information contained within the DfT's 'A Travel Plan Resource Pack for Employers'. The guide sets out how organisations should set up, develop and implement Travel Plans. It draws together the 'tried and tested' experience of those Travel Plans and measures already in operation with successful results.

3.4.13 The document provides a step by step guide for organisations on how to prepare, implement, and manage a Travel Plan. It is intended that each organisation at the symmetry park development prepare their own Travel Plans which will take into account the tested experience set out in this guide.

Local Travel Plan Guidance

3.4.14 Cambridgeshire County Council's 'Transport Assessment Guidelines' document (2010) is currently under review but sets out that a travel plan is to be prepared for any applications where a transport assessment is also required.

3.4.15 For workplace travel plans, Travel for Cambridgeshire works with local employers in Cambridgeshire to produce and implement site-specific travel plans. The advice provided by the Travel for Cambridgeshire is free to employers and is guided by a steering group of partners from the following organisations who fund and support the service:

- Addenbrooke's NHS Trust;
- Cambridge City Council;
- Cambridge Cycling Campaign;
- Cambridgeshire County Council;
- Cambridgeshire Chambers of Commerce;
- Cambridgeshire and Peterborough Clinical Commissioning Group;
- Campaign to Protect Rural England (CPRE);
- Huntingdonshire District Council;
- South Cambridgeshire District Council; and
- University of Cambridge.

3.4.16 Template documents were published in January 2013 to assist in the preparation of workplace Travel Plans for:

- Small Medium Enterprise (SME) – with 250 staff or fewer;
- Employers with more than 250 staff

These documents, and the Travel Plan Guidelines, are contained in Appendix 3.

3.4.17 As part of the West Cambridge Framework Travel Plan, individual occupiers will be encouraged to liaise with Travel for Cambridgeshire in preparing their site specific travel plans.

3.5 Analysis and application of current policy, guidance and emerging strategies

3.5.1 The Development accords well with national and regional transport policy and guidance to deliver sustainable development:

- Its sustainable location within Cambridge, and the ability to access the Development by a wide range of non-car modes reduces the need to travel and supports the general aspirations and objectives of the National Planning Policy Framework;
- by locating the Development so as to reduce the need to travel and implementing a Framework Travel Plan, it will effect a major shift in travel away from car use – as such, the Development supports the policies of the Local Transport Plan; and
- by promoting ways to reduce the traffic impact of this Development and by "managing down" traffic generation, the Development supports the policy of the Highways Agency's Circular 02/2007.

3.5.2 Recent transport policy and best practice guidance has emphasised that travel planning can play a real role in tackling traffic congestion encouraging behavioural changes in mode choice. With this in mind, a number of Government policy objectives and publications have referred to and addressed Travel Planning issues. These techniques should be focussed and considered before additional highway capacity is considered.

3.5.3 A review of relevant policy and best practice guidance highlights that Travel Plans play a key role in easing traffic congestion and encouraging behavioural changes in mode choice.

3.5.4 It is clear that the Framework Travel Plan for the Development can significantly contribute towards achieving wider national, regional and local objectives and initiatives. The measures and strategies set out within this Framework Travel Plan are targeted to reducing traffic congestion by reducing single occupancy vehicle travel in favour of encouraging alternative sustainable choices of transport such as walking and cycling from the outset. These measures consist of both 'hard' and 'soft' solutions which will bring benefits to the whole Site and the surrounding area and community.

3.5.5 It is considered that the overall travel demand management strategy (as reported within the Transport Assessment) for the Development, along with this Framework Travel Plan and the Individual Travel Plans, will play a key role in achieving the objectives of sustainable development policy.

4 Existing Transport and Movement Context

4.1 Introduction

4.1.1 The existing transport services and facilities within close proximity to the Development are described in Section 3 of the Transport Assessment, and are summarised on Figures 4 and 5 of this Framework Travel Plan.

4.2 Summary of existing transport connections

4.2.1 In summary, the Site benefits from excellent existing transport connections:

- the highways surrounding the Site have good pedestrian facilities along and across them;
- similarly, highways surrounding the Site have good cycle facilities along and across these roads;
- the Coton Footpath Corridor provides a quality cycle link between the west and the City to the east;
- the improvement of cycle parking facilities within the city and at University sites would further encourage the use of bicycles for these movements;
- the Development has good public transport links, with roads adjacent the Site being served by a number of bus services that link the Site with the town centre and local villages. Madingley Road Park and Ride is located close to West Cambridge offering a number of services to a range of areas in Cambridge and the County; and
- the nearest railway station is Cambridge, which is located 4km south-east of the West Cambridge site. Although there are no direct bus links from the Site to the station, bus services serving Madingley Road connect with the rail station.

4.3 Summary of transport connections

4.3.1 As a research development, much of the academic movement associated with West Cambridge – in terms of both students, research staff and teaching staff - will be itinerant. As identified above, West Cambridge is well-located for travel to the development.

4.3.2 The existing transport links to other University facilities, particularly to the City - from where the students, research staff and teaching staff will move to and from – including the Coton Footpath Corridor, and the Uni4 Bus Service, will be developed to strengthen these links.

5 Aims and Objectives

5.1 Introduction

5.1.1 This section builds upon the aims and objectives already stated within Sections 1 and 3.

5.2 Aims and Objectives

Aims

5.2.1 The University and Cambridge City Council agreed a Statement of Common Ground setting out the proposed amendments to the existing policy for the Local Plan. It was agreed that any densification of development on the site that would result in a significant increase in floorspace, over that already approved, will be supported providing that: ….

> *g. It includes a comprehensive transport strategy for the site, incorporating a sustainable transport plan to minimise reliance on private cars. This should include assessing the level, form and type of car parking on the site."*

5.2.2 Regardless of this agreed stated aim of the Cambridge Local Plan, the University is committed to the delivery of a transport strategy that facilitates high levels of sustainable transport access and use, to deliver an immediate impact on mode share from the outset of the Development, leading to a reduction in private car trips generated by the Development.

5.2.3 The Transport Assessment provided the technical support that the Development is expected to generate a base mode share of around 46% of car trips to work by single occupancy car driver. The aim of the Framework Travel Plan, and the subsequent Individual Travel Plans, is to build upon this and create a further reduction in car usage across the Site. To support this, a single occupancy car driver future mode share target of 26% has been adopted. This will be achieved by targeting the land uses which generate significant levels of car trips. Continuous promotion and encouragement of sustainable modes such as walking, cycling and public transport will also be endorsed to create mode shift from the private car across the Site as a whole.

Objectives

5.2.4 The broad objectives of the Travel Planning process for the Development include:

- reducing the overall reliance on the private car for all trip purposes with a long-term strategy of mode shift away from single occupancy car use;
- building upon good urban design principles that increase permeability of the Development for promoting walking, cycling and public transport use;
- promoting the use of car sharing where appropriate;
- reducing costly road traffic congestion and further damage to the environment in the context of sustainable development which is consistent with Government policy; and
- encouraging a high level of community involvement in travel behaviour change initiatives.

5.2.5 The essential principle is to implement effective alternatives to private car usage as soon as possible within the progression of the Development to influence travel patterns and behaviour. This Framework Travel Plan and its constituent Individual Travel Plans will play a key role in realising the aims and objectives of the overall transport strategy for the Development.

5.3 Delivery of the Aims and Objectives

5.3.1 To achieve the aims and objectives, a framework of measures will be applied to achieve a high proportion of sustainable transport use.

5.3.2 Cambridge is often recognised as a 'cycling city' - with the city's vision to become 'a world-class cycling city' focus will be given to incorporate measures to encourage cycling associated with the Development. With recent advances in technology, this also provides the opportunity for modern technology to be incorporated into cycling measures where possible to attract those who otherwise may not be interested.

5.3.3 In addition to this, measures such as car sharing and Car Clubs will therefore be used to reduce the reliance and maintain the low level of 'drive alone' car trips and improve the efficiency of the transport network.

5.3.4 These objectives will be used as a guide for the development of individual objectives within the Individual Travel Plans.

5.3.5 Aims and objectives will be reviewed and updated regularly to monitor progress against these objectives. Annual surveys of travel mode choice will be undertaken to assess changes in travel behaviour and identify changes and / or additions to the aim and objectives.

5.3.6 Details of the monitoring strategy are discussed in more depth in Section 9.

5.4 Connection with Existing Transport Initiatives

5.4.1 A successful Travel Plan requires an effective marketing strategy and robust monitoring. The exact measures of the Framework Travel Plan, and the subsequent Site-specific Individual Travel Plans, may be connected to other relevant transport initiatives supported by Cambridgeshire County Council such as:

- TravelWise Campaign - awareness campaign promoting sustainable travel;
- 'Exercise your choice' - a campaign promoting walking, cycling and public transport travel in the area;
- Travel for Cambridgeshire - working with local employers, promoting workplace Travel Plans;
- Travel Plan Plus Project - run by Travel for Cambridgeshire, the project will establish a Travel Plan network with employment sites across Cambridge; and
- CamShare - an internet based car sharing scheme set up by Cambridge County Council and Travel for Travel for Cambridgeshire.

5.4.2 In addition, the University offers its employees a wide range of competitive benefits (including discretionary benefits), some of which are transport-related – such as bicycle and car hire schemes.

5.4.3 If other viable schemes come forward, the University will consider their application at West Cambridge. For example, the University has been approached with schemes promoting autonomous cars, automated cycle parking and trans-shipment, and is awaiting further details from these organisations before considering whether to develop these proposals further.

Travel for Cambridgeshire

5.4.4 The University of Cambridge is a founding member of the Travel for Cambridgeshire (TfC - formerly known as the Travel for Work Partnership) Steering Group who fund and support Travel for Cambridgeshire in its work. The University contributes funding to TfC to support its work, and attends the regular meetings of the Steering Group.

5.4.5 Therefore, a number of area-wide measures promoted by Travel for Cambridgeshire will be incorporated within this Framework Travel Plan – for example, the CamShare, local car sharing facility which the University has an account. The partnership will also be engaged with when developing initiatives.

5.4.6 Travel for Cambridgeshire is a not-for-profit organisation that works with a network of employers and developers within Cambridge to help deliver effective Workplace Travel Plans.

5.4.7 TfC offer a number of incentives and initiatives (often free of charge) to help employers promote healthy and sustainable travel to work. Some of the services that TfC provide to their members include:

- travel surveying - a 'benchmarking travel survey' to assess how employees are currently travelling to work as well as free annual travel surveys (delivered via the internet / paper based copies) to monitor the success of the Travel Plan;
- template Travel Plans and guidance;
- access to CamShare (local car sharing facility);
- support on cycling initiatives - i.e. setting up cycle clubs;
- Cambridgeshire and Peterborough Travel Plan Awards - rewarding efforts towards delivering Travel Plans and raising awareness of the organisations achievements;
- cycle shop discounts – cycle equipment and maintenance discounts are available from a number of Cambridgeshire shops. Pool bikes could also be purchased with a discount;
- cycle training – this scheme (run by the County Council) facilitates on-site training for staff;
- provision of grants to organisations to contribute towards infrastructure and behaviour change initiatives;
- train season discounts – Discount season tickets for members are available for tickets purchased at National Express, East Anglia and First Capital Connect; and
- networking – TfC provides access to a range of contacts (i.e. other employers and policy makers) that provokes knowledge sharing.

5.5 Summary

5.5.1 The Framework Travel Plan for the Development aims to deliver and maintain the future modal share of no more than 26% of single occupancy car driver trips to work. In addition to this, the Framework Travel Plan aims to reduce the number of single occupancy car journeys made by users of the Site for other trip purposes.

5.5.2 To support these aims, the continuous promotion of sustainable modes of travel will be encouraged through a framework of suitable measures.

6 Overall Travel Demand Management Strategy

6.1 Introduction

6.1.1 The overall travel demand management strategy for the Development draws on current Travel Plan best practice to ensure sustainable travel practices are embedded from the outset of the Development, to deliver immediate impacts and to progress towards achieving the aims and objectives of the Travel Planning process.

6.2 Best Practice

6.2.1 To help demonstrate how a successful Travel Plan strategy is built, reference has been made to 'The Travel Plan Pyramid' contained in the Department for Transport's 'Making Residential Travel Plans Work: Good Practice Guidelines' replicated below in Plate 6.1. This document has since been archived however no further guidance has since become available regarding travel planning. Despite being based on residential travel plans, the content provides good practice for use in travel plans related to other land use types too. This document has been used as a guide for ensuring that all aspects of encouraging sustainable travel are addressed within the Framework Travel Plan strategy.

Travel Plan Pyramid

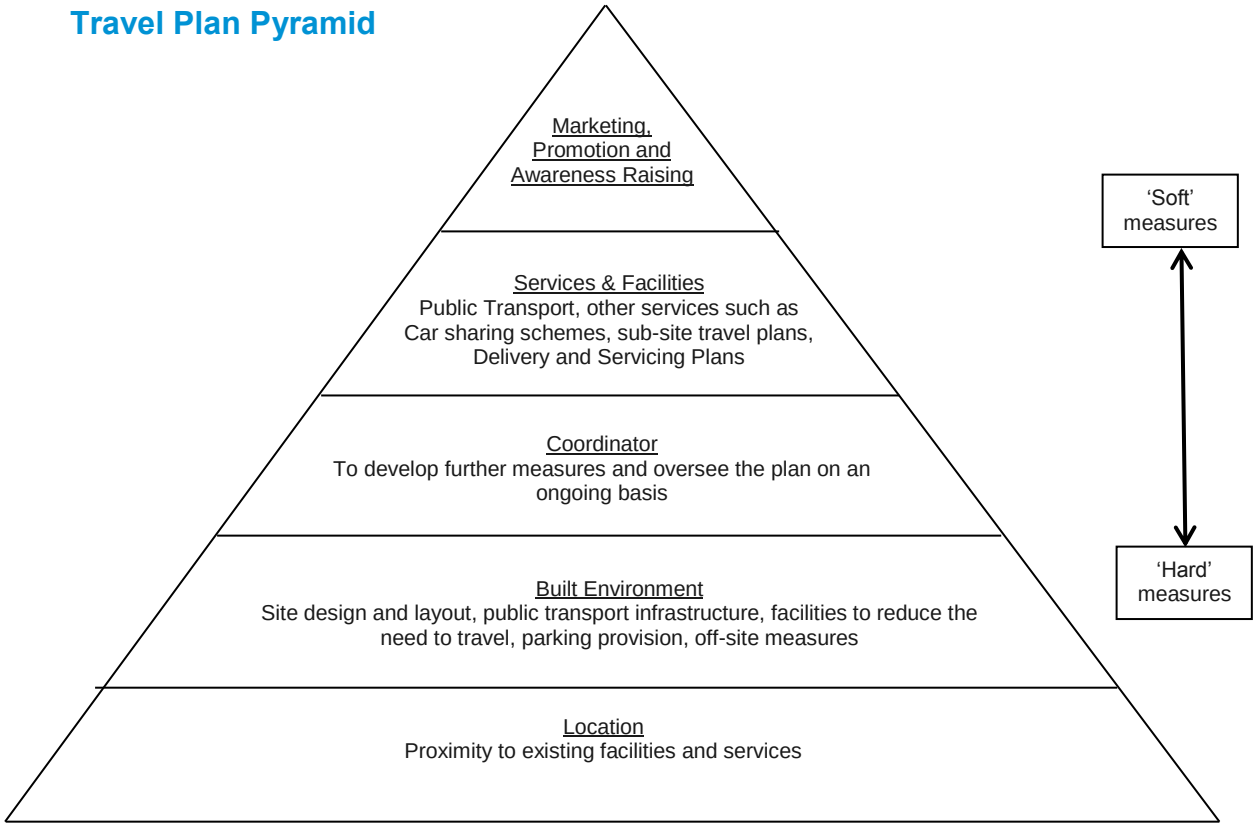


Plate 6.1 – The Travel Plan Pyramid

6.2.2 To help meet the aims and objectives of the Framework Travel Plan, the strategy will combine a number of specific "hard" and "soft" Travel Plan measures, some based on the overall Development proposals, whilst others will be specific to academic or commercial research. All measures will be integrated into the Site design, marketing and occupation of the Site.

6.2.3 The remainder of this section sets out in more detail the strategy for the Development. This is focussed on, and in the same order as the tiers identified in the travel plan pyramid, which include:

- Bottom Tier – Location
- Second Tier – Built Environment
- Third Tier – Coordinator
- Fourth Tier – Services and Facilities
- Top Tier – Promotional Strategy

6.3 Bottom Tier – Location

6.3.1 The general location of the Development, within the urban conurbation of Cambridge, means that the Site is well-located adjacent other developed areas. Of particular note for the location of this site is the:

- immediate proximity to the mixed land-use development of North West Cambridge;
- close proximity to the University's colleges, especially Girton, Fitzwilliam, Murray Edwards and Churchill;
- reasonably close proximity to the Cambridge Science Park (5km to the north-east), and the Addenbrooke's Biomedical Campus (5km to the south-east);
- proximity to the high quality regular public transport connections along the adjacent Madingley Road – providing good connectivity to the City Centre, as well as surrounding areas and the Cambridge Railway Station from the Madingley Road Park and Ride site; and
- proximity to the Centre of Cambridge (approximately 2km east).

6.3.2 Furthermore, the proposed Development would offer employment opportunities for residents within walking and cycling distance in the adjacent North West Cambridge and NIAB Developments, to both reduce travel distance overall, and to reduce car trips.

6.4 Second Tier – Built Environment

Site Design and Layout

6.4.1 The design and layout of West Cambridge will promote the use of sustainable modes of transport over the private car. The Site layout has been designed to ensure that it strongly favours sustainable modes of transport, the road hierarchy of the Site has been designed to limit the permeability of the Site for vehicles and to enhance accessibility for pedestrians and cyclists.

6.4.2 The following design principles have been incorporated in development plans to reduce the number of car trips to and from the Site:

- the focus of the accessibility strategy for the Site remains strongly in favour of sustainable modes of transport: the Site has been provided with permeable footways and pedestrian crossings delivered along the desire lines; and to reduce car movements within the core of the Development the car parking is provided around the periphery;

- footpaths would be provided throughout the Development creating links to existing public rights of way and footways would be provided on both sides of the primary route and at the Site access locations. Pedestrian crossing points would have dropped kerbs, and traffic calming measures would be present at key junctions close to the academic and commercial research centres to reduce traffic speed and to ease pedestrian movement;

- provision of two east-west cross-site cycle routes;

- delivery of quality, safe, pedestrian and cyclist crossings of Madingley Road, to minimise severance with the North West Cambridge Development to the north;

- high levels of quality cycle parking - at least to the City Council's minimum cycle parking standards - will be provided within covered, secure, lit and well-located areas;

- the main traffic routes on-site will be designed within an overall urban design context based on key principles in the Department for Transport's "Manual for Streets" to reduce traffic speeds. These will be designed to keep traffic speeds to 20mph;

- other secondary vehicular routes will be designed to keep traffic speeds at 20mph or less also using design philosophies set out in Manual for Streets, which includes constrained width and alignment and the use of shared surface areas;

- provision of car parking below the adopted City Council's maximum car parking standards;

- the layout of the site will assist in increasing the mode share of walking and cycling. With academic research facilities located on the eastern part of the site, closer to the town centre than the commercial facilities, it will make walking and cycling a more attractive proposition for students who are likely to generate a higher number of trips to and from the site than commercial users. Commercial and academic employees are likely to make one trip to and one trip from the site over the course of a day, whereas students may make a number of trips, depending on when they need to visit the facilities;

- elements designed to provide priority for public transport through the Development, including the traffic signals on the junctions with Madingley Road provided with selective vehicle detection, bus-only links, quality on-site bus stops enabled with real time information displays, and increased bus services.

6.4.3 The design and movement principles listed above encourage more sustainable transport modes such as walking and cycling, and access to public transport.

Cycle Parking

6.4.4 The cycle parking strategy is also intended to support the travel demand management strategy for the Development. The Cambridge area already has a strong cycle culture, and the Development is well-located with respect to existing and proposed cycle facilities.

6.4.5 Similarly, cycle parking spaces will be provided as a minimum in accordance with the standards set out in the Draft Cambridge Local Plan (2014). These are summarised in Table 6.1.

Table 6.1: Cycle Parking Provision Proposals

Land-Use	Minimum Cycle Parking Provision
Offices, general industry	2 space for every 5 members of staff or 1 per 30 sq m Gross Floor Area (whichever is greater) Some visitor parking on merit
Non-residential higher and further education	2 for every 5 members of staff Cycle parking for 70 per cent of students based on anticipated peak number of students on site at any one time

Source – Cambridge City Council - Cambridge Local Plan 2014 : Proposed Submission - Appendix L – Car and Cycle Parking Requirements

6.4.6 In order to allow for cycles with large baskets, folding bikes and those with additional attachments, etc. a minimum of 20 per cent of the cycle parking spaces required should be of a Sheffield-type design.

6.4.7 In addition to the provision of cycle parking provision to the specific land-uses, additional secure public cycle parking would also be provided at:

- destinations within the Development;
- new bus stops within the Development where they would assist in the adoption of a combination of non-car modes to deliver movement.

6.4.8 The University will deploy a range of innovative cycle storage systems within the Proposed Development depending upon location and likely patronage to minimise the impact of unsightly and uncontrolled cycle parking on the built urban form. This would include systems such as:

- X-Type parking – using semi-vertical racks;
- Carrousel parking – providing a rotating cycle storage system;
- Cycle Pods – providing stationary circular cycle storing stations;
- Two-tier racks – where the springs on the upper racks assist loading and lifting cycles;
- Space pods – a vertical cycle storage system installed against a wall; and
- Wall mounted racks – with cycles mounted vertically on walls with a range of racks.

These are shown in Plate 6.2.

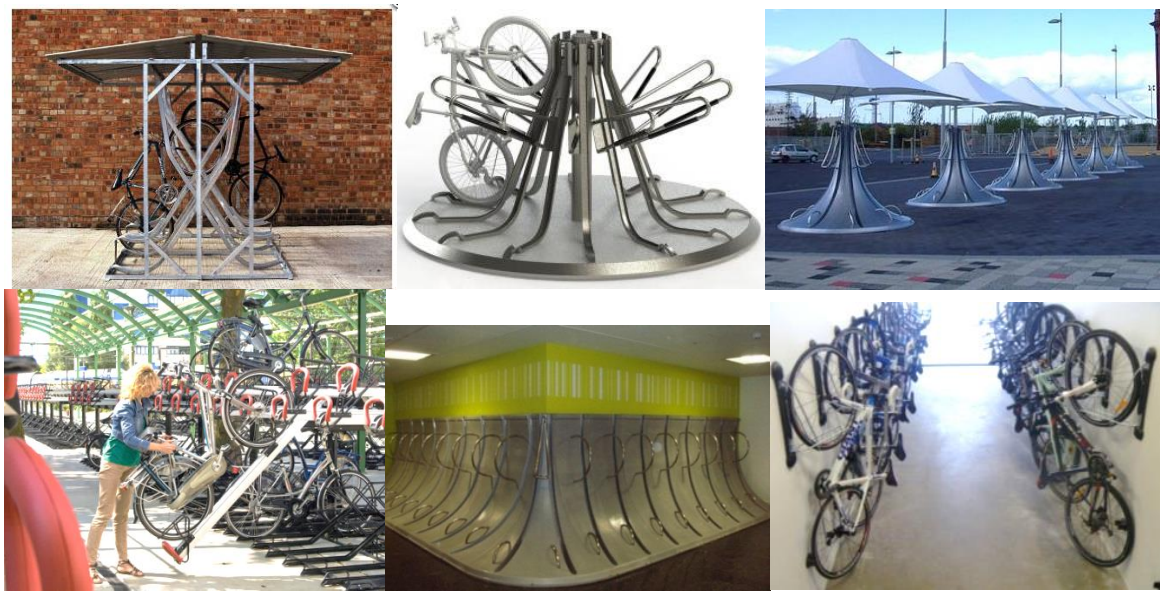


Plate 6.2 – Cycle parking systems

(top– X-Type, Carrousel, Cycle Pods Bottom – Two-tier racks, Space pods, Wall mounted racks)

6.4.9 Most of the cycle storage areas will be covered, and for personal security located where they would be covered by natural surveillance or CCTV.

6.4.10 In addition, the University is considering the use of the emerging automated cycle storage systems. The systems run with a personal User card and an ID tag that is placed on the bicycle to identify the registered user. The user places their cycle in the reception platform zone, where it is clamped into place on the storage mechanism. The user registers the storage with a membership swipe-card, and the cycle is transported underground to be stored until collected. When retrieving the cycle, users swipe their card and the cycle is returned back to the ground floor reception platform. The storage / retrieval process takes around 13 – 20 seconds. A typical example is the Tokyo Underground Cycle Store systems, which can store up to 204 bicycles underground.

Plate 6.3 – Automated Cycle Storage (this shows an underground system)

Car Parking Provision and Management Strategy

6.4.11 The University is committed to delivering a high quality development. Under-provision of car parking within the Site could be detrimental to the street-scene, with "fly-parking" occurring across the area. Similarly, an over-generous provision would be equally likely to be detrimental to the sustainability credentials of the Development, with excessive numbers of car driver trips attracted by the easy car parking provision.

6.4.12 To reflect that the public transport services will increase in frequency and coverage as the Development progresses - hence making non-car travel easier and a more generous car parking provision less essential - it is proposed that the maximum car parking provision decreases towards the later Key Phases of the West Cambridge construction. Any future reduction in car parking provision over time will need to be carefully managed and timed to follow wider transport improvements, the University needing to ensure that any loss of provision reflects a demonstrable improvement in accessibility by non-car modes. This was summarised by Aecom as follows:

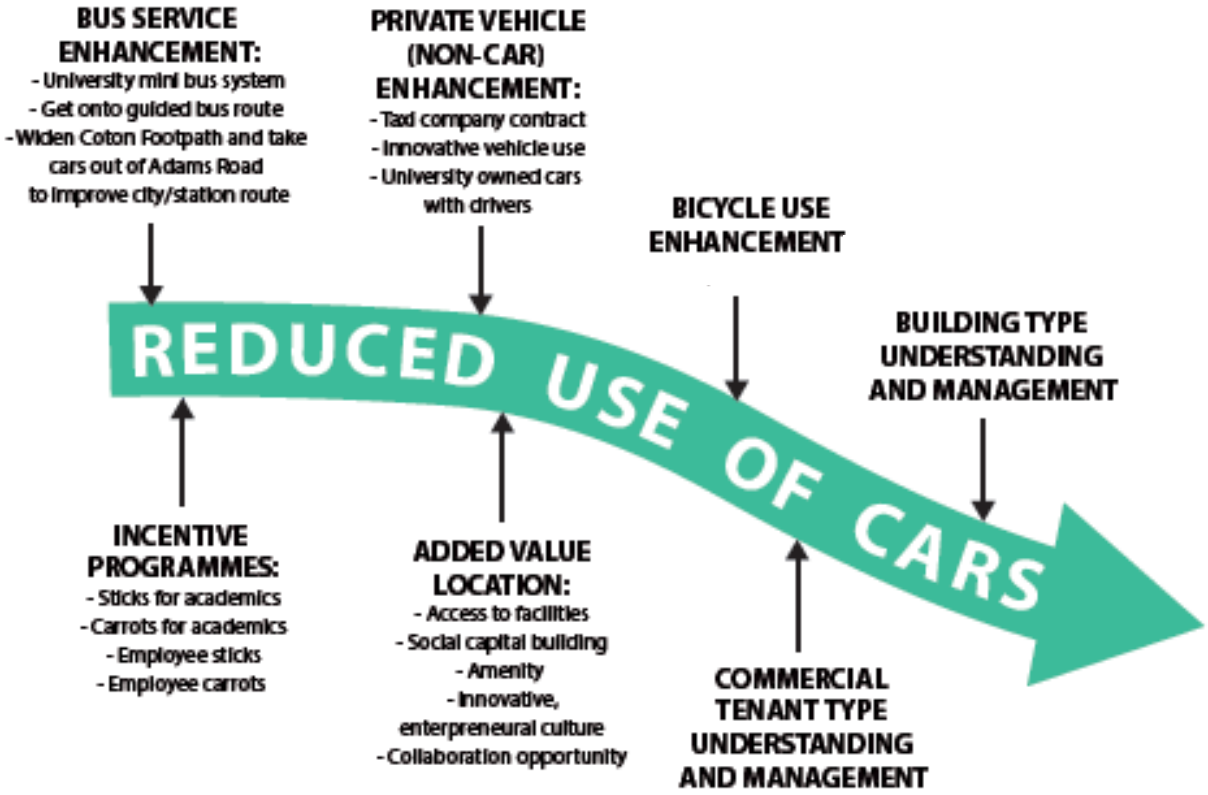


Plate 6.4 – Future car parking provision responding to improvements in accessibility

6.4.13 The proposed maximum car parking standards to be applied at West Cambridge have been derived with initial reference to the maximum car parking standard applied at the adjacent North West Cambridge Development – this is summarised in Table 6.1. These maxima have also been compared to observation of the current car parking patronage at West Cambridge and at Cambridge Science Park.

6.4.14 The proposed car parking maximum standards through the life of the West Cambridge Development are summarised in Table 6.2.

Table 6.2 – Maximum Car Parking Standards

Land use type		Parking provision
Commercial and Academic Research – North West Cambridge Area Action Plan Standard	*B1 Offices, General Industry – applied to Commercial Research*	*1 space per 40m^2 GFA*
	Non-residential higher education – applied to Academic Research	*2 spaces for every 3 staff* *To be applied as* *1 space per 60m^2 GFA* (The 2 spaces per 3 staff being the University's standard rate of car parking provision)
West Cambridge - Academic Research	Start of Development	- 1 spaces for every 4 staff - No parking provision for Students *(Supported by the Post Code analysis demonstrating a higher provision not being necessary)*
	Provision towards the end of the Development delivery	- 1 spaces for every 5 staff - No parking provision for Students
West Cambridge - Commercial Research	Start of Development	1 space per 40m^2 GFA
	Provision towards the end of the Development delivery	1 space per 70m^2 GFA

6.4.15 The University supports emerging green transport initiatives, and will provide an appropriate number of electric vehicle (EV) charging stations to cater for both all-day parking slow charging as well as the fast charging points which may be more attractive for visitors, pool vehicles, Car Clubs and taxis.

6.4.16 At least 5% of the total number of car parking spaces will be reserved for disabled people - calculated as 5% of the maximum for each land use. These dedicated disabled car parking spaces will be:

i) located adjacent to entrances of the buildings (or if not provided within the building curtilage, to be located within 100m of the building entrance);

ii) be convenient to use;

iii) have dimensions that conform to Part M of the Building Regulations; and

iv) be suitably marked.

6.4.17 A Car Parking Management Plan will be implemented to ensure the car parking is used as intended. A Car Parking Management Plan document will be developed as the Development progresses, amended to respond to experience. Indeed, the University is reviewing how their car parking spaces are allocated, and whether charging will be introduced.

On-Site Public Transport Infrastructure

6.4.18 This section outlines the bus infrastructure proposed for West Cambridge. Section 6.6 provides further details of the proposed public transport services in the "Services and Facilities" tier of the "Travel Plans Pyramid".

6.4.19 In order to facilitate an attractive bus service with good, safe headway through the Site and hence to users to the service, the following would be provided:

i) high quality bus stops;

ii) on-site highway infrastructure suitable for a bus route through the site; and

iii) selected vehicle detection for buses at the Madingley Road traffic signal controlled junctions to improve the flow of buses or enable passengers to access facilities.

Bus Stops

6.4.20 High quality bus stops act as the gateway to the network, and as such are the 'shop window' that are seen by travellers on all modes as they make their journeys. New bus stops would be equipped at the development with the following:

i) a high quality, 3 sided shelter;

ii) seating and lighting;

iii) comprehensive timetable information, including network maps and fare details;

iv) a flag indicating services calling at the stop;

v) off-bus ticketing facilities to speed boarding times;

vi) Real Time Passenger Information (RTPI) screens indicating departure times of the next bus;

vii) a raised kerb to assist the less mobile or those with pushchairs to access the bus;

viii) litter bins in close proximity but not obstructing access to and from the bus;

ix) cycle stands to allow cycle-bus interchange; and

x) 'Bus stop' cage markings and an associated clearway order to keep bus stops free of other parked vehicles.

6.4.21 Provision of these facilities, and their prompt maintenance and repair by the bus operator or Development management, would ensure that the point of access to bus services is kept to a high standard, and would act as an attractor to public transport services within the Development.

Bus Infrastructure Measures

6.4.22 Bus priority could be provided by the use of Selective Vehicle Detection (SVD) technology at traffic signals controlling the entrance to the Site from Madingley Road. This would detect approaching buses, and alter signal phases accordingly to ensure the minimum of delay to the bus movements.

6.4.23 In addition to the provision of quality physical infrastructure, the provision of tailored information and incentives is now a mainstream method of attracting additional patronage to public transport networks around the UK.

6.4.24 To increase the use of public transport at the Development, journey planning and real time information on the services will be made readily available to residents, visitors, students and employees at the Development, be it at the bus stop, by telephone, SMS text messaging or the Internet.

6.5 Third Tier – Overall Development Transport Coordinator and the Individual Travel Plan Coordinators

Development Transport Coordinator

6.5.1 The appointment of an overall single Development Transport Coordinator for the Development will be central to the successful implementation and management of measures across the Site. It will be the responsibility of the University to appoint a Development Transport Coordinator, who will take responsibility for all aspects of the transport strategy proposed for the Development. Although yet to be determined, this role could be an extension for the North West Cambridge Development Transport Coordinator.

6.5.2 The Development Transport Coordinator will work with all relevant stakeholders, including Cambridgeshire County Council, through a Stakeholders Group (see below), to achieve the implementation of the transport strategy for the Development, and with residents and occupiers of the Development, to encourage use of the sustainable transport options provided. The Development Transport Coordinator will also work with the University's recently appointed Travel Plan Manager, as well as with adjacent developers - such as the NIAB Development and North West Cambridge Development – to establish areas where joint working could both reduce travel overall, and reduce car trips.

6.5.3 As part of the transport strategy for the Development, a 'Transport Stakeholders Group' will be formed by the Development Transport Coordinator to help deliver, manage, operate, monitor and review the travel management initiatives at the Development. The main stakeholders could include:

- the University – via the University's Travel Plan Manager, Amanda Holden;
- the planning and highway authorities - including Cambridge City Council, Cambridgeshire County Council and the Highways Agency;
- public transport operators - such as Stagecoach Cambridge and Go Whippet;
- representatives from the community at the Development as it expands.

6.5.4 This will not only facilitate the wider transport strategy for the Development, but also across the wider University of Cambridge transport strategy.

6.5.5 The Development Transport Coordinator will take ownership and manage the implementation of the Framework Travel Plan.

Site-specific Individual Travel Plan Coordinators

6.5.6 It is envisaged that long-term ownership of the Travel Plans of the University's Academic Research areas will remain vested in the University. The Development Transport Coordinator will guide the Individual Travel Plan Coordinators for these elements of the Development that remain in the control of the University.

6.5.7 In addition to the travel plan coordination role at the University's land holdings, there will be the privately operated commercial research centres – each will have their own Individual Travel Plan Coordinators. These Individual Travel Plan Coordinators will all liaise with the Development Transport Coordinator.

6.5.8 Although the roles and responsibilities between the two land-uses will partly differ, and also between the individual Travel Plan Coordinators and the Development Transport Coordinator, the main overall roles and responsibilities of each site-specific Individual Travel Plan Coordinator are set out below:

- managing and coordinating the implementation of each specific Travel Plan;
- providing the measures set out in the Travel Plan;
- to provide a focal point on Travel Plan issues;
- to liaise with other Travel Plan Coordinators, the Local Authority, and public transport operators;
- to promote and market the individual measures and packages;
- organising periodical travel surveys of residents, employees or parents;
- reviewing and monitoring the success of the Travel Plan;
- setting and amending mode shift targets;
- to implement appropriate levels of action should mode shift targets not be achieved.

6.5.9 Further details about the management of the Framework Travel Plan and the Individual Travel Plans are included within Section 9.

6.6 Fourth Tier – Services and Facilities

6.6.1 This section outlines some of the measures / services and facilities that could be deployed by both the University and those preparing their travel plans at the Development to promote and encourage sustainable travel and to meet the modal targets.

6.6.2 Further details on the implementation of the proposed measures at the Development are given in the Transport Assessment.

Walking and Cycling

6.6.3 To encourage and promote walking and cycling within the Development, permeable footways and pedestrian crossings will be delivered along key desire lines. Consideration will also be given to the installation of walking signs to identify key routes.

Cycle Pools

6.6.4 A cycle pool is a shared bicycle scheme which aims to provide people with the convenience of using a bicycle when required, but without having to consider outlay costs, maintenance and storage.

6.6.5 The University would welcome the opportunity to work together with the County Council in delivering this scheme at West Cambridge. This would form relationships with off-site attractors by potentially providing cycle hubs off-site at other key attractors to complement the facilities at the Development, such as at the Cambridge Railway Station, the University of Cambridge Central Sites, and the Grand Arcade. If this scheme was to happen, the University will consider providing cycle hubs located at convenient places through the Development. This form of cycle hire is particularly effective for occasional short journeys, and to provide for commuting journeys from public transport interchanges.

6.6.6 The University will investigate the provision of pool cycles, potentially organised on a departmental basis across the Development. This will assist daytime movement for shorter journey trips without recourse to car journeys. These are likely to be attractive to those staff and students who are required to travel by bike during the day who may not make their commute by bicycle.

6.6.7 A further pool will be considered, of electric / hybrid cycles, to provide an alternative option to pedal cycles. The level of fitness required to use these bikes is less than that of a pedal bike and therefore the use of electric bikes may attract a greater amount of students / staff to consider cycling at work between University sites.

"Cycle Buddy" schemes

6.6.8 The already successful Cambridgeshire car and cycle share database with Liftshare (CamShare.co.uk) will be promoted and encouraged by the University to match similar journeys and create "Cycle Buddies" (BikeBUDI), with extensive publicity and incentives to encourage uptake.

6.6.9 This website and database allows people to match their travel patterns and requirements with other registered users. It is free for members to sign up, register their journeys and find someone to share a bicycle journey with (this same database also allows people to search for a CarBUDi – see 'Car Sharing' later in Section 6).

Development cycling services

6.6.10 The University will encourage each occupier to provide a cycle repair kit to be available for staff, to be located at a central location – such as in the reception. The Individual Travel Plan Coordinators will be responsible for keeping this well stocked

6.6.11 In addition, the University is considering the provision of Cycle Station maintenance facilities in the public parking areas for all to use. In addition, a 'Bike Doctor' facility will be provided within the Development. The Bike Doctor would visit regularly to allow staff / students to take their bicycle on-site where simple repairs (i.e. punctures) can be carried out.

6.6.12 The Individual Travel Plan Coordinators will provide information on the Bike Register scheme, and encourage staff members to secure their bikes against bike theft. Bike marking events will be carried out, which would be organised by the Development Transport Coordinator.

Cycle Training

6.6.13 The offer of cycle training for staff and students will be investigated. Cambridgeshire County Council currently run an Adult Cycle Training Bikeability scheme, providing bespoke training sessions to improve cycle skills and confidence for inexperienced cyclists.

6.6.14 The University will also investigate the opportunity to provide further cycle training to inexperienced cyclists, or cyclists inexperienced in cycling in the United Kingdom. With Cambridge being a world leading university, it attracts a high number of international students who may be unfamiliar with the UK's highway network and cycling provision. The University will target these students to provide advice on cycling in Britain, and more specifically key information regarding cycling round Cambridge.

6.6.15 In addition to the cycle training, the University will also offer cycle maintenance classes, to encourage cyclists to maintain their machines responsibly.

Other Measures

6.6.16 Other measures which are also being considered by the University include:

- support to the Cycle Champions to offer "lunchtime cycle club" trips;
- offer of bike maintenance vouchers to cyclists as prizes, such as for winning a Cycle to Work competition;

- offer of discounted cycles and equipment - promotion of the University's interest-free loans to their employees to purchase cycles;
- to increase the potential for shared mode usage involving bus and cycle, the bus operators are being approached to consider cycle carriers on buses on this route;
- the hosting of sustainable travel events throughout the year, such as cycle to work competitions, Liftshare sign up events and electric bike demonstrations; and
- promotion of the existing University of Cambridge's 'Cambens' cycle purchase salary sacrifice scheme for University employees.

Development design measures

6.6.17 Sufficient cycle parking will be provided throughout the Site – see Section 6.4.

6.6.18 In addition to the provision of quality cycle parking, all major occupiers would be required to provide associated shower and changing room facilities for employees after cycle journeys. Occupiers will be encouraged to provide:

- a BREEAM Office-compliant level of shower facilities;
- suitably-equipped, heated and maintained changing rooms (for example, including hair driers);
- secure lockers and drying facilities to accommodate cyclists' clothing and equipment during work hours.

Public Transport

6.6.19 Details of the public transport improvements are set out in the West Cambridge Public Transport Strategy within the Transport Assessment, and were subsequently amended following discussions with the County Council. This agreed strategy is underpinned by three key principles, all of which reflect key elements of current national, regional and local policy. These key principles are as follows:

- to secure a more sustainable pattern of development through the provision of high quality public transport that promotes accessibility to residential, shopping, leisure facilities and services whilst reducing the reliance on access by private car;
- to encourage modal shift away from single occupancy private car use towards public transport for all trips to help reduce the impact of the Development on the local network; and
- to make effective use of existing bus services within Cambridge and integrate the Development with the surrounding built up area.

6.6.20 The scale of the proposed Development means that there will be both a high quantum of demand for public transport, and a number of locations that will need to be connected to West Cambridge. At this stage these links are expected to be as shown on Figure 6, and are summarised below:

- to the local Rail Stations – to both Cambridge and Chesterton Stations;
- to the City Centre;

- to the University / NHS sites in South Cambridge - including Addenbrooke's Hospital and the Biomed Campus;
- to various residential and employment / research sites around northern Cambridge - including North West Cambridge, the NIAB site and the Cambridge Science Park;
- residential areas along the A14 corridor - including St Ives and Huntingdon; and
- residential areas on the A428 corridor - including St Neots and the new Bourn Airfield proposals and Cambourne fringe developments.

6.6.21 The agreed bus infrastructure improvements associated with the Development have been summarised in Section 6.4 of this section.

6.6.22 The implementation of the agreed bus services by the University will reflect the emerging Development construction phasing. The proposed final Bus Service provision is shown on Figure 6, and summarised as follows:

- Guided Bus: the potential for the introduction of a variation to Service B to operate from Orchard Park via North West Cambridge and West Cambridge. This would be in addition to the existing frequency on Service B and would provide links from the A14 corridor;
- Citi 4: to be revised to divert from a section of Madingley Road to operate via the West Cambridge development. Increased frequency, potentially to every 10 minutes. This will provide links to West Cambridge from the city centre and the A428 corridor. This would be subject to discussion with Stagecoach as the commercial operator of this service;
- Uni 4: revised to focus on giving a direct service to Cambridge rail station, instead of Addenbrooke's Hospital. Increased frequency, potentially to every 10 minutes, and operation extended to Saturdays;
- Orbital Service: significant enhancement of the proposed Orbital Service with increased frequency and higher quality vehicles. The service would be extended beyond the currently proposed route to serve West Cambridge, then continue via the M11 motorway to Trumpington Meadows, the Biomedical Campus and Addenbrooke's Hospital. The service would then give links to West Cambridge from Chesterton rail station, North Cambridge and South Cambridge.

6.6.23 Operating direct services from eastern Cambridge to West Cambridge is not envisaged - there are no interchange facilities between high-frequency services available in the City. This will be reviewed regularly, and in the event that a critical mass of demand emerges, this could then be served by cross-linking of routes or additional services.

6.6.24 As demand forecasts associated with the West Cambridge proposals are refined, the detailed service characteristics will be clarified, including:

i) service frequencies;

ii) route details; and

iii) co-ordination with other services.

6.6.25 Indeed, this could consider whether there is scope for a high-quality University public transport service to link the various central sites of the University.

6.6.26 As identified above, to increase the potential for shared mode usage involving bus and cycle, the University will approach bus operators to consider cycle carriers on buses on this route.

Car Clubs / Pool Cars

6.6.27 Car Clubs are extremely effective at both reducing the need for car ownership, and car usage – knowing that a pool car is available at work would reduce the requirement for employees to travel to work by car. Car pools / clubs are particularly helpful for businesses or organisations that have the need for only occasional use of a car.

6.6.28 The University of Cambridge currently operates a business account Car Club membership whereby University Departments and Institutes can book vehicles at any Car Club location. The Car Club vehicles are already located at the West Cambridge and the Old Addenbrooke's Sites, and the University is planning to locate further Car Club vehicles at other sites.

6.6.29 The occupiers will also be encouraged to join the Car Club to assist travel at work, to reflect the University's existing corporate membership. The University will work with their Car Club operators to maximise the benefit of as large a Car Club membership pool.

6.6.30 As part of corporate membership, University staff can also have a personal account for use outside of work, at the current cost of £30 per year. The Individual Travel Plan Coordinators will be responsible for raising awareness of this by distribution promotional literature developed by the Travel Plan Manager.

Car Sharing

6.6.31 Car sharing can be an effective way of reducing peak hour congestion and demand for car parking spaces. Car sharing involves two or more people sharing a car for their journey for all purposes, which can bring direct cost savings.

6.6.32 Two local car share data bases are readily available, including:

ix) Cambridge University's car share database - https://camuni.liftshare.com/default.asp; and

x) the Cambridgeshire Liftshare - www.CamShare.co.uk.

6.6.33 Both of these will be encouraged and promoted to match similar journeys either as a CarBUDi, with extensive publicity and incentives to encourage uptake – this will be offered for both residents and employees based at the Development, although it is anticipated that greater use would be made by the employees.

6.6.34 A higher priority will be given to car drivers who regularly car share in the provision of on-site car parking permits. Controlled car parking spaces will be provided for car sharers conveniently located close to the building entrances to be more attractive.

Deliveries and Servicing Management Plan

6.6.35 Delivery and Servicing Plans are prepared to improve the safety, efficiency, amenity and reliability of deliveries to the occupier's facility. Each Individual Travel Plan will provide information about how the building will be serviced to reduce the number of vehicles entering the site in the peak hours, to reduce the risk of collision with cyclists and pedestrians.

6.6.36 The Plan will consider and identify:

- servicing routes to the Development – detailing the approach routes for vehicles passing through Cambridge to minimise the vehicle impact;
- servicing routes through the Development – detailing whether available segregated routes may be adopted on-site;

- the servicing yard facility, for both deliveries and collection – e.g., of refuse and recycling;
- whether a delivery slot booking system is required, to reduce the impact of waiting vehicles on the Development;
- the process of identifying small-load and part-deliveries that could be consolidated into larger deliveries to reduce the trip generation;
- the process of identifying heavy goods vehicle deliveries that could be made by alternative modes – such as light van or by car; and
- the times of delivery, considering whether these could be made when the Development is less-used - such as at weekends, early mornings and evenings.

Other Facilities

6.6.37 The University will encourage occupiers to support staff home working where possible.

6.6.38 Other measures to be considered to reduce the need to travel during the day include:

- provision of space for further automated banking facilities from other major operators – such as cash dispenser and paying-in machines;
- establishing collection / delivery services into the development for a range of facilities, such as for:
  - dry-cleaning;
  - mobile grocery van (potentially linked with the emerging services at North West Cambridge); and
  - pharmacy requirements;
- working with taxi companies to provide quick, direct and reliable connections with agreed set charges when the bus services are not appropriate and encouraging taxi companies to use electric vehicles.

6.6.39 The facilities and measures provided by each occupier will be detailed within the Individual Travel Plans.

6.7 Top Tier – Marketing and Promotional Strategy

6.7.1 There is a wealth of information and guidance available about how to influence travel behaviour through travel plan techniques, travel behaviour change projects, individualised marketing and personal travel planning. All these techniques will be applied at the Development. However, all of this work starts from the basis of hitherto historic, predominately car-based travel behaviour – this basis will be challenged in the proposed Development. The University already has a proud reputation throughout the City for promoting its travel demand management strategy, and has always been proactive in delivering improvements to it – indeed the University was founding member of the Travel to Work Partnership (now renamed as Travel for Cambridgeshire) established in co-operation with the County Council. This philosophy will be continued at the Development.

6.7.2 The starting point for the Development is to begin with a marketing strategy that aims to attract and encourage people and organisations to work at the Development who already have a pre-disposition to sustainable travel behaviour. These 'champions' will be attracted by the way in which the Development is marketed as a sustainable lifestyle or employment choice, and by targeting potential candidates to be involved in the planning and operation of the transport strategy, who will act as pioneers and advocates within the Development.

6.7.3 Traditional tools of marketing and advertising (i.e. travel packs and leaflets) will be used in conjunction with measures that encourage a higher level of community involvement to create awareness and promote sustainable travel at the Development. This will be achieved using a number of techniques:

- recruiting Sustainable Travel Behaviour Champions for key roles in delivering the sustainable travel proposals. These will not be formal roles, but finding individuals who will work through their own social networks to spread the word about travel options;
- identifying influencers, communicators and networkers to create a sustainable working and educational culture in the Development who are respected and able to influence others in the community. The Sustainable Travel Behaviour Champions, whether formal or informal, will meet some of these roles within a community, but others will take on partial roles reflecting their interests and activities;
- creating social networks within the community, since market research has shown that individuals are much more likely to be influenced by personal intervention / recommendation from friends, family and colleagues (i.e., their social network) rather than traditional advertising and information;
- using social marketing techniques using social networks such as clubs, classes, the internet and leaflets;
- encourage community participation through travel planning events such as travel awareness campaigns with a specific Development travel option identity logo, branding of merchandise including water bottles for cyclists and rucksacks for walkers.

6.7.4 A number of specific traditional measures will be utilised by the Development Transport Coordinator and the Individual Travel Plan Coordinators to increase awareness and prompt people to think about their travel choices. These specific measures could include:

- early liaison between the Development Transport Coordinator and Individual Travel Plan Coordinators to promote the benefits of Travel Plans to employers and residents;
- Travel Information Hub, to be located within the Development Welcome Centre, with the Welcome Centre staff providing Travel Planning information and advice;
- Travel Induction Packs (see below);
- the Development Website with a dedicated Sustainable Travel Page with a range of supporting Transport information;
- displaying key Travel Plan information on student and staff notice boards, and within places of work on site;
- introductory seminars for new occupiers promoting sustainable travel;
- travel induction sessions during Freshers Week for all students timetabled for sessions at West Cambridge detailing the travel alternatives and opportunities; and

- distribution of a local community newsletter for the Development containing travel details.

6.7.5 The Travel Induction Packs are an important component of the Travel Plan. The University will work with the colleges to ensure that students receive a consistent quality of information. The Travel Packs will also be provided on-line from first occupation of the site and reviewed on an annual basis.

6.7.6 These Packs would include relevant information such as:

i) Travelling to the University introductory leaflet, providing details of the Travel Plan Manager and Individual Travel Plan Coordinators;

ii) maps on key walking, cycling and public transport routes. The Central Cambridgeshire cycle map will be provided, showing cycle paths, quiet roads suitable for cycling;

iii) information on local and national events such as “Walk to Work Week” and “National Bike Week”;

iv) information on the health and cost benefits of walking and cycling and the financial benefits of public transport use;

v) timetables and network maps for bus services, details of the access points and fares;

vi) summarised rail timetables from the nearest station (i.e., Cambridge Station);

vii) local cycle shop contact details;

viii) information on how to improve cycle security;

ix) CamUnishare / Liftshare promotional leaflets;

x) Smarter Driving - information on how to reduce fuel use and carbon emissions from driving;

xi) Train service information and information on using a bike on the train;

xii) Cycle to Work Salary Sacrifice scheme;

xiii) Cambens Cars salary sacrifice promotional leaflet;

xiv) Offers of free bus tickets from local operators to encourage the use of the bus for journeys at work;

xv) the Car Club promotional leaflet ;

xvi) motivational messages to encourage use of sustainable transport modes;

xvii) stickers, key rings, air fresheners etc. with sustainable travel messages; and

xviii) travel diaries to record before and after travel habits and measure the success of the project.

6.7.7 In addition to the above, social marketing and media tools will be used further to widen awareness and create significant behavioural change - for example, a ‘Twitter’ type campaign could be set up for the Site, which would aim to encourage users to share travel knowledge and influence people’s travel habits. A University Travel App is also being developed with the Cambridge University Health Partners which will assist in planning journeys around Cambridge for staff, students and visitors.

6.7.8 The Development Transport Coordinator and Individual Travel Plan Coordinators will promote the aims, objectives and benefits of the Travel Planning process. Furthermore, 'Sustainable Travel Behaviour Champions' who would be respected members of the community with an active interest in the community could be recruited to also influence others in the community.

6.7.9 The marketing and promotion strategy will be set out, for each land use, in the Individual Travel Plans in accordance with this Framework Travel Plan.

6.8 Wider application of the Travel Demand Management Strategy

6.8.1 The Travel Demand Management Strategy measures enshrined in this section will be applied to the occupiers of all new development at West Cambridge.

6.8.2 As identified in Table 2.2, significant areas of existing development will continue to be occupied at West Cambridge following the completion of the scheme. Previously, occupiers had neither prepared nor agreed Individual Travel Plan - travel planning had not started in earnest until well after the original development was consented, so there were no general obligations on developers. To maximise the benefit of this Strategy, to minimise the number and length of car journeys generated by West Cambridge, these existing occupiers will be approached to establish whether they would be willing to implement their Individual Travel Plans. As an encouragement, the University will consider offering many of the travel demand management measures enshrined in this document to these existing occupiers.

6.8.3 The University will further consider liaising with other organisations in the local area to encourage partnership working on Travel Plan initiatives, including to the various colleges in the area.

6.9 Summary

6.9.1 The Site is well-located with respect to sustainability. The implementation of these "softer" travel demand management measures to increase awareness and promote sustainable travel will help to reduce to the reliance of the private car and progress towards the sustainable objectives of the Development.

7 Travel Patterns and Targets

7.1 Introduction

7.1.1 This Section provides details on desired targets, which will be developed and used to assess the effectiveness of the Travel Planning process.

7.1.2 In order to set targets for the Framework Travel Plan and benchmark future changes in travel behaviour, baseline travel information must be established. Further details of the Baseline mode share assessment are provided in Section 3 of the Transport Assessment, submitted in conjunction with this Travel Plan in support of the Development.

7.1.3 Details of Future Mode Share, taking account of elements within this Framework Travel Plan are set out in Part 3 of the Transport Assessment. Both Base and Future Mode Shares and Travel Patterns are outlined below.

7.2 Future Base Mode Travel Patterns

7.2.1 Base mode shares have been derived for the two distinct forms of development occupiers at West Cambridge using two different Travel for Cambridgeshire surveys:

- Academic Research – using the survey work at West Cambridge, reflecting this predominantly academic research area; and
- Commercial Research – using the survey work from the predominantly private research facilities at the Cambridge Science Park.

These are considered in greater detail below.

7.2.2 To synthesise the Academic Research mode share, reference is made to the Travel for Cambridgeshire survey of the travel patterns of the University employees at the West Cambridge Development. The results are summarised in Appendix 4, the results are summarised in Table 7.1:

Table 7.1: Base Total External Trip Generation – Academic Research

PT passenger		Single Occ'y Car Driver	Car Share – Passenger and Driver	Motor Cycle	Bicycle	Pedestrian	Worked at home, or at other location	Total Vehicles
Bus	Rail							
5.7%	2.3%	27.8%	8.0%	0.8%	47.5%	6.3%	1.7%	31.8%

Source – Travel to Work Survey 2014 produced for University of Cambridge (Travel for Cambridgeshire for West Cambridge)

7.2.3 Similarly, to synthesise the Commercial Research mode share, reference is made to the Travel Plan Plus Area Report produced by Travel for Cambridgeshire of the travel patterns of the employees at the Cambridge Science Park. The results are summarised in Appendix 4, and summarised in Table 7.2:

Table 7.2: Base Total External Trip Generation – Commercial Research

PT passenger		Single Occ'y Car Driver	Car Share – Passenger and Driver	Motor Cycle	Bicycle	Pedestrian	Worked at home, or at other location	Total Vehicles
Bus	Rail							
5.0%	1.4%	54.0%	8.8%	0.8%	21.6%	4.8%	3.7%	58.4%

Source – Travel to Work Survey 2014 produced for The Travel Plan Plus Area (Travel for Cambridgeshire for the Cambridge Science Park area)

7.2.4 The movement by mode is considered across the development, in the context of the predicted future full-time equivalent employment offer of 4,200 FTE academic and 10,200 FTE commercial employees – and assuming a typical 10% of the workforce would be absent from site on any one day. These are summarised in Table 7.3.

Table 7.3 – Total Base Mode Share

Land Use source	PT passenger		Single Occ'y Car Driver	Car Share – Pass and Driver	Motor Cycle	Bicycle	Peds	Worked at home	TOTAL	Total Vehs
	Bus	Rail								
Academic	217	85	1,051	302	29	1,795	237	63	**3,779**	1,202
Commercial	457	126	4,955	811	74	1,980	436	341	**9,181**	5,361
Total	**674**	**211**	**6,006**	**1,113**	**104**	**3,775**	**673**	**404**	**12,960**	**6,563**
Mode Share	5.2%	1.6%	46.3%	8.6%	0.8%	29.1%	5.2%	3.1%	**100.0%**	50.6%

7.2.5 Assuming the West Cambridge travel modes reflect the observed existing, in the context of no travel demand management interventions the likely base mode share would result in 46.3% of movements being Single Occupancy Car Drivers.

7.3 Future Mode Shift Targets and Future Travel Patterns

7.3.1 The changes to the Base Mode Share, to form the Future Mode Share, have been considered with respect to the likely demographic and transport changes to be implemented in the duration of the scheme, including:

i) the new residential development at North West Cambridge, providing 1,500 private homes, 1,500 Key Worker homes, and 2,000-bed post-graduate student accommodation within walking distance of West Cambridge – this is likely to increase the future numbers walking – a 20% increase in walking is assumed;

ii) similarly, the North West Cambridge being in easy cycling distance is further likely to increase the numbers of cyclists – a 25% increase is assumed;

iii) the improved bus accessibility to Cambridge Rail Station is likely to increase the existing relatively limited linked public transport usage – a 66% increase is assumed for rail, albeit this relates to a modest increase of 135 trips; and

iv) the proposed Development bus services – possibly in conjunction with the bus services improvements offered by the City Deal across the local area – are assumed to result in a 66% increase in bus usage;

v) the increased support of employers for home working - linked with the improvements in quality Broadband coverage and speeds – resulting in a 50% increase in home working – albeit this relates to a modest decrease of 200 trips; and

vi) the extensive promotion of car share, in conjunction with the controlled allocation of parking space permits, and the preferable provision and locations for car sharers, is assumed to result in a 65% increase in the numbers of car drivers and passengers car sharing.

7.3.2 The Journey to Work mode shares achievable in connection with the Development would be likely to be as set out in Tables 7.4 and 7.5:

Table 7.4 – Base and Future External Trip Generation – Academic Research

Option	PT passenger		Single Occ'y Car Driver	Car Share – Pass and Driver	Motor Cycle	Bicycle	Peds	Worked at home	Total Vehicles
	Bus	Rail							
Base Mode Share	5.7%	2.3%	27.8%	8.0%	0.8%	47.5%	6.3%	1.7%	31.8%
Mode shift from the Base Mode Share	15%	15%	-25%	10%	0%	9%	7%	15%	-20.6%
Change in percentage of the Base Mode Share	0.9%	0.3%	-6.9%	0.8%	0.0%	4.3%	0.4%	0.2%	-6.5%
Future Mode Share	6.6%	2.6%	20.9%	8.8%	0.8%	51.8%	6.7%	1.9%	25.3%

Table 7.5 – Base and Future External Trip Generation – Commercial Research

Option	PT passenger		Single Occ'y Car Driver	Car Share – Pass and Driver	Motor Cycle	Bicycle	Peds	Worked at home	Total Vehicles
	Bus	Rail							
Base Mode Share	5.0%	1.4%	54.0%	8.8%	0.8%	21.6%	4.8%	3.7%	58.4%
Mode shift from the Base Mode Share	90%	100%	-47%	85%	0%	40%	28%	55%	-37.0%
Change in percentage of the Base Mode Share	4.5%	1.4%	-25.3%	7.5%	0.0%	8.6%	1.3%	2.0%	-21.6%
Future Mode Share	9.5%	2.7%	28.6%	16.3%	0.8%	30.2%	6.1%	5.8%	36.8%

7.3.3 The movement by mode is considered across West Cambridge, in the context of the predicted full-time equivalent employment offer of 4,200 FTE academic and 10,200 FTE commercial employees, and the car parking provision identified in Table 6.2. These are summarised in Table 7.6 – again, assuming a typical 10% of the workforce would be absent from site on any one day.

Table 7.6 – Total Future Mode Share

Land Use source	PT passenger		Single Occ'y Car Driver	Car Share – Pass and Driver	Motor Cycle	Bicycle	Peds	Worked at home	TOTAL	Total Vehicles
	Bus	Rail								
Academic	250	98	788	333	29	1,956	253	72	3,780	955
Commercial	869	252	2,628	1,500	74	2,772	556	529	9,180	3,378
Total	**1,118**	**350**	**3,417**	**1,832**	**104**	**4,728**	**809**	**601**	**12,960**	**4,333**
Mode Share	8.6%	2.7%	26.4%	14.1%	0.8%	36.5%	6.2%	4.6%	100.0%	33.4%

7.3.4 As identified above, the target non-Single Occupancy Car Driver mode share is to be less than 74% - giving a Single Occupancy Car Driver mode share of no more than 26% of trips.

7.3.5 The movement by mode of students would be more variable, and could include several movements in each day between University teaching locations. Whilst these would be assessed with reference to further survey work once the potential occupiers are known:

i) student car ownership across the City is subject to strict proctorial control;

ii) no on-site car parking spaces will be allocated to students (unless they have a reason to have one – disability, etc); and

iii) the peak student movements do not tend to be during the network peak hours – these tend to be spread throughout the day.

7.3.6 The target Total number of Vehicles, of 4,333, reflects the proposed car parking provision of 4,390 spaces, allowing for 1.25% reserve provision. With respect to the car parking provision for each land use stated in Table 6.2, this reflects a general car parking provision of:

Table 7.7 – Car Parking Provision

Land Use	Total Vehicles as stated in Table 7.6	Parking Standard as stated in Table 6.2	Parking Requirements
Academic	955	Initial - 1 car parking space per 4 staff, no parking provision for students	1 car parking space per 4.4 staff
		Later – 1 car parking space per 5 staff, no parking provision for students	
Commercial	3,378	Initial - 1 car parking space per 40m^2 GFA	1 car parking space per 62m^2 GFA
		Later - 1 car parking space per 70m^2 GFA	

7.3.7 Targets will be established and agreed for each of the occupiers within the Individual Travel Plans that will contribute to this overall Framework Travel Plan target.

7.3.8 In addition, the following qualitative targets shown in Table 7.8 have been set.

Table 7.8: Qualitative Travel Plan Targets

Target	Timescale
To ensure that all site users are aware of the Framework Travel Plan and its objectives	From first occupation
To reduce the reliance of the private car for all trip purposes	From first occupation
To highlight the benefits of sustainable travel to through marketing initiatives	Within 6 months of occupation
To make a connection with similar Travel Plans in the area to share ideas in liaison with CCC	From first occupation

7.4 Summary

7.4.1 The predicted baseline mode share for the land uses of the Development highlights that the proportion of single occupancy car driver trips are 46% of the movements generated by the Development.

7.4.2 As identified within this section, a shift away from single occupancy car driver mode will be sought for future occupiers. The University has indicated a willingness to adopt as a target mode share for Single Occupancy Car Driver trips of approximately 26%.

8 Subsidiary Individual Travel Plan Guidance

8.1 Introduction

8.1.1 This section provides guidance on and sets out the parameters for the requirement of individual sites, occupiers or users within West Cambridge to prepare and implement their own Individual Travel Plans.

8.1.2 It includes what is required of each occupier in terms of appointing a Travel Plan Coordinator and preparing, implementing and managing their own subsidiary Travel Plan and measures. Each Individual Travel Plan would comply with, and be consistent with, the wider targets and requirements of this Framework Travel Plan.

8.1.3 Additional information on the preparation of Individual Travel Plans provided by Travel for Cambridgeshire is provided within Appendix 3.

8.2 Travel Plan requirements

8.2.1 The Travel Plan requirements reflect the two major land-use forms at West Cambridge:

i) the - majority - work-place land uses – including the academic and commercial research areas;

ii) residential land-uses; and

iii) the Sports Centre.

These are considered individually.

Work-place Travel Plans

8.2.2 The Individual work-place Travel Plans are ‘destination’ travel plans and focus primarily on commuter travel and travel in the course of work.

8.2.3 All occupiers who lease or purchase buildings at West Cambridge will be required to partake in the West Cambridge Framework Travel Plan process as part of the terms of lease or purchase clauses.

8.2.4 Whilst the requirements will vary according to the size of the organisation or area of land, the thresholds for the preparation of travel plans are as follows:

- B1 Business – greater than 1,000m²
  (NB – this B1 Business land use includes the B1(b) Research)

- D1 Non-residential Institutions – greater than 1,000m²
  (including further or higher education)

The national guidance for the requirement of a Travel Plan was set out in the “Indicative thresholds for transport assessments” in Appendix B of the Department for Transport’s (DfT) Guidance on Transport Assessment (2007). Whilst this document has since been archived, as no document has replaced it in terms of guidance, it is still considered relevant. The minimum thresholds set out above are more stringent than those that were stated in the Guidance.

8.2.5 Small organisations whose land use falls below these thresholds (including the University Nursery at West Cambridge) are not required to prepare their own Individual Travel Plan - however, all occupiers are encouraged to take part actively in the travel planning process and to refer to the West Cambridge Framework Travel Plan for guidance on appropriate initiatives and measures. Each organisation is encouraged to nominate a representative / contact for travel-related matters to act as a point of contact for employees.

8.2.6 Any organisation whose land use is greater than the thresholds outlined above will be required to prepare a separate stand-alone Individual Travel Plan. This would be prepared in accordance with this Framework Travel Plan and national guidance, the individual initiatives and targets, and to appoint their Individual Travel Plan Coordinator – the national guidance by the Department for Transport, specifically The Travel Plan Resources Pack for Employers (DfT, 2006 – this has since been archived, but since no document has replaced it, it is still considered to represent good practice). A template and guidance is provided in Appendix 3.

Residential travel plan measures

8.2.7 Residential travel plans are different from 'destination' travel plans as they are designed to encourage more sustainable travel from the origin of journeys and across the full range of journey purposes. They focus on travel by residents in housing developments.

8.2.8 There are already around 200 University key worker flats on the West Cambridge Development, but with no proposals to extend this provision. This number is well within the requirement for a Travel Plan based on the national guidance set out in the Department for Transport's Guidance on Transport Assessment (2007), stipulated as being 80 units. As these units are existing development, the provision of a Travel Plan is not a planning obligation.

8.2.9 The Transport Coordinator will review the travel demand management measures being promoted for West Cambridge, and will offer many of these to the residents to reduce existing car usage from the site.

Sports Centre Travel Plan

8.2.10 Whilst there is no planning obligation for a Travel Plan for the existing Sports Centre, one will be prepared which will incorporate the proposed extension.

8.2.11 The travel plan for the Sports Centre will be a 'destination' travel plan, and will consider the two different user groups of the facility:

- the Centre Staff; and
- the visitors and users – the majority of the facility users.

8.2.12 Of the former, the Staff element of the travel plan will be similar to the Work-place travel plans.

8.2.13 The responsibility of encouraging sustainable travel behaviour amongst the visitors and users will lie with the Centre staff. One of the paramount objectives will be to ensure that visitors and members have adequate information on the sustainable transport options available to them. Effective marketing and promotion will therefore be crucial to the success of this travel plan.

Construction Travel Plan

8.2.14 For each Key Phase of the West Cambridge Development, a Construction Travel Plan will be prepared and implemented. The aims of the construction travel plan are:

- to reduce where possible the number of single occupancy vehicles entering the Site from staff during peak periods (excluding construction vehicles) which can be 'banked'. These 'banked' trips will provide a greater degree of flexibility during the early stages of the development when the sustainable transport infrastructure for the Site is in its early stages;

- to reduce the carbon footprint of construction operation; and

- to provide opportunities for financial benefit to surrounding communities and engage them in the West Cambridge proposals through engagement of local companies in the construction process where possible and to promote local food businesses to staff on-site.

8.2.15 The responsibility for the marketing and promotion of the construction travel plan measures will be with the Framework Travel Plan Coordinator and the appointed construction contractors. Measures that would be implemented as part of the construction travel plan include:

- involving local construction companies where possible in the construction activities on-site to reduce the carbon footprint of the construction process;

- promoting the existing bus services;

- requiring construction staff to car share to site whenever possible; and

- liaising with local businesses to run an on-site snack bar for the duration of the construction period to reduce the need for staff to travel off-site; and

8.2.16 Whilst large numbers of construction staff will not be arriving on-site during the peak periods, promoting sustainable travel at the outset of development amongst construction staff may provide valuable support to bus service and car sharing possibilities during the early phases of the development.

8.2.17 Further details will be provided once the development Project Management Team has been appointed, along with the main contractor. The University of Cambridge will remain responsible for the delivery of the construction travel plan.

8.3 Travel Plan preparation process

8.3.1 In advance of taking possession of a building, the future occupiers will meet with the West Cambridge Transport Coordinator to discuss the existence and provisions of the Framework Travel Plan and to review initiatives and measures.

8.3.2 Following this meeting, prior to building occupation, as part of their lease or purchase agreements there will be a requirement for each occupier to either:

- reach an agreement with the University for the Development Transport Coordinator to prepare the Individual Travel Plan, and to implement on the occupier's behalf the travel demand management measures enshrined in this document; or

- to prepare an Individual Travel Plan for their employees, and formally identify their Individual Travel Plan Coordinator.

8.3.3 Should the occupier decide to adopt the latter approach, the Individual Travel Plans will need to be submitted to the Development Transport Coordinator for approval prior to occupying the building. Whilst the Development Transport Coordinator can offer assistance, it remains the responsibility of each occupier to complete, implement and maintain their Individual Travel Plans.

8.3.4 The key measures and strategies common to workplaces that occupiers will be required / encouraged to adopt include:

"Required to":

- provide adequate secure cycle parking;
- provide male and female changing rooms, lockers and shower facilities;
- become members of Travel for Cambridgeshire, and participate in the annual October travel survey;
- liaise with Travel for Cambridgeshire for guidance on further measures that could be implemented on-site;
- provide on-site notice boards and/or intranet websites displaying cycling, walking and public transport routes, and other relevant material such as information on "Bike-to-Work" days;
- collate and issue 'Welcome Travel Packs' to all employees, providing information about walking, cycle and public transport routes and local initiatives;
- provide priority parking for car-sharers;

"Encouraged to":

- develop a Cycle to Work scheme, or participate with the Development's equivalent scheme;
- offer a scheme for discounted bicycles, such as the Government's Cycle to Work Scheme - vouchers or an interest-free loan;
- provide bike maintenance vouchers for staff members who commit to a Cycle to Work scheme;
- encourage staff to enrol with the CamShare Liftshare website to car share, and to create BikeBUDIs;
- provide cycle training - Cambridgeshire County Council currently run an Adult Cycle Training Bikeability scheme, providing bespoke training sessions to improve cycle skills and confidence for inexperienced cyclists;
- provide information about the health benefits of cycling and walking to work;
- implement more flexible working, such as staggered hours, compressed working week, or remote working from home if feasible;
- subsidise staff membership of the on-site Car Club for daytime work-related car-usage, to reduce journeys to work by car;
- offer a free emergency lift home for car passengers who have committed to the Car Share scheme;
- purchase of electric, hybrid or dual-fuel vehicles as pool cars.

8.4 Individual Travel Plan Coordinators – Roles and Responsibilities

8.4.1 The identification of Individual Travel Plan Coordinators is central to the successful implementation and management of the Travel Plan measures and incentives.

8.4.2 Each occupier requiring an Individual Travel Plan as outlined above will identify an Individual Travel Plan Coordinator upon first occupation, and advise the West Cambridge Transport Coordinator of this appointment. This appointment could be in-house, such as one of the administrative staff, or by agreement, the Development Transport Coordinator.

8.4.3 The general responsibilities of the Individual Travel Plan Coordinators are set out below:

- liaise with the Development Transport Coordinator, Transport Stakeholders Group and the other Individual Travel Plan Coordinators;
- liaise with the Development Transport Coordinator and County Council to agree some interim and long-term mode share targets in accordance with the Framework Travel Plan targets;
- prepare the occupier's Individual Travel Plan and submit it to the Development Transport Coordinator for approval prior to the first occupation of the building;
- fully inform all employees of the alternative non-car transport modes available, preparing and disseminating Welcome Packs for employees;
- provide Personalised Travel Marketing and induction sessions for all new employees and students to provide personalised information;
- act as a focal point for transport issues in their organisation for employees and students;
- supply relevant information as necessary and increase awareness of transport and environmental issues;
- consult staff or students regarding their travel arrangements at regular intervals;
- collate travel information from employees/students at agreed monitoring periods via travel surveys, staff questionnaires and travel diaries, and providing an analysis of progress towards individual mode share targets and forward this information on to the West Cambridge Transport Coordinator;
- provide information on public transport and regularly publicise current cycle and pedestrian routes in the area, via conveniently located noticeboards and company web pages;
- regularly assess relevant facilities - e.g. cycle facilities; shower, locker and changing room facilities - and recommend improvements;
- emphasise the health benefits of cycling and walking to work through notices and seminars, and organising publicity events such as 'Bike to Work' Days;
- encourage car sharing where staff need to make longer journeys and public transport is not a practical option.

8.4.4 The individual occupiers and employers would be encouraged to liaise with each other, potentially to contribute to shared travel plan coordinators for their sites, or possibly, by agreement, employ the Development Transport Coordinator to undertake this role. It is possible that the Development Transport Coordinator will extend their role to be the Individual

Travel Plan Coordinator for any University-controlled facility - such as the academic departments, research institutions and University facilities.

8.5 Targets, Monitoring and Review

Targets

8.5.1 Each occupier required to prepare a travel plan will be required to liaise with the Development Transport Coordinator to agree short-term and long-term mode share targets for the Individual Travel Plans.

8.5.2 The Individual Travel Plans will set targets in different ways, depending on phasing and development timescales. Interim targets should be agreed and these targets should be set and agreed prior to occupation.

8.5.3 This coordinated target setting will ensure that the individual phase-by-phase targets accord with the overall West Cambridge Framework Travel Plan mode share targets set out in Section 7.

8.5.4 Should these targets not be met, then the occupier will need to deliver contingency measures stipulated within the travel plan, and to be determined as stated below.

8.5.5 The Individual Travel Plans will set targets in various ways, depending on phasing and development timescales. Interim targets should be agreed and these targets should be set and agreed prior to occupation.

Monitoring

8.5.6 The monitoring of progress towards individual mode share targets will be the responsibility of the Individual Travel Plan Coordinators and representatives. The results of these individual monitoring exercises will be submitted to the Development Transport Coordinator who will assess progress towards the overall Framework Travel Plan mode share target on an annual basis.

8.5.7 The Development Transport Coordinator will prepare and issue information regarding relevant monitoring data collection methods such as staff and student questionnaire surveys to the occupiers on-site. It is the responsibility and contractual obligation of the individual occupiers to disseminate, collate, review and report these surveys - either in-house or by a consultant - to the University.

8.5.8 The monitoring of the constituent components of West Cambridge is to be undertaken by the University on an annual basis, all of which will be carried out at the same time each year during agreed “neutral” months - such as October, at a time when the travel patterns of the Development are considered to be typical - e.g., during term times for an academic facility.

8.5.9 It is envisaged that the first monitoring would commence one year after the first new occupation. Progress should be measured and monitored annually at the same, agreed, time of year.

8.5.10 For the small businesses preparing Individual Travel Plans, due to the small number of staff anticipated at each business, more informal staff travel surveys should be undertaken to monitor their travel to work patterns i.e. face-to-face contact with the nominated travel plan coordinator.

Contingency Plans, Ownership and Handover

8.5.11 Each occupier required to prepare a travel plan will detail within their Individual Travel Plan their proposed contingency measures should the target mode share not be met.

8.5.12 In the event of significant variation from the target mode share values, the Development Transport Coordinator, working with the Transport Stakeholders Group and Individual Travel Plan Coordinators, will review the significance of the impact of any deviation from the mode share target and, if necessary, agree which previously identified contingency measure(s) will be implemented further to reduce car use and meet the forecast outcomes over an agreed period of time.

8.5.13 The Transport Stakeholder Group will review the measures proposed, and make recommendations to the County Council, who will help make the decision as to which contingency measures should be pursued. The appropriate measure will directly relate to the specific shortfalls identified during the monitoring and review process of the Individual Travel Plans. Alternatively, if the deviation reflects broader trends and factors outside of the University's control (e.g. fuel prices), the Development Transport Coordinator and Individual Travel Plan Coordinator will liaise with the Local Authority and Transport Stakeholders Group to discuss the revision of the mode share targets to maintain flexibility and allow the Framework Travel Plan best to respond to these challenges.

8.5.14 The individual occupiers will be responsible for the maintenance of their Individual Travel Plan and Travel Plan Coordinator role until the occupier chooses to vacate the Site.

9 Implementation Programme and Responsibilities

9.1 Introduction

9.1.1 The implementation strategy outlined in this section builds upon the overall demand strategy (outlined in Section 6) providing the implementation programme for the Framework Travel Plan and the delivery of individual measures.

9.2 Implementation Programme

9.2.1 At this early stage of the Development proposals, a simplified programme for the implementation of the Framework Travel Plan and associated Individual Travel Plans is summarised in Table 9.1.

Table 9.1: Implementation Strategy

Development Phase	Strategy
Within One Year of the granting of Outline Planning Consent	Appoint the Development Transport Coordinator
Before / During the Phased Implementation of Construction – Existing Occupiers	Meet with the existing occupier members of the Transport Stakeholders Group to discuss the existing West Cambridge transport situation
	Meet with the existing occupiers and discuss potential measures
	Propose a suite of “soft” measures for the existing occupants prior to commencement of the new development to encourage mode shift away from private car movement
	Promote the Travel Plan, and encourage the existing occupiers to adopt the measures
Early phases of Construction (Before Further Occupation)	Establish the full development Transport Stakeholders Group, seeking members from the new occupiers as soon as practically possible
	Liaise with adjacent developers – such as NIAB and North West Cambridge
	Identify the initial Sustainable Travel Behaviour Champions (and seek further Champions from the new Occupiers as soon as practically possible following occupation)
	Phased implementation of ‘hard’ measures associated with the Development scheme within each Key Phase, Site design and layout (i.e., footway / cycleways, cycle parking facilities, electric charging points)
	Liaise with public transport operators to agree any revised phasing and routing of the public transport services through West Cambridge

Development Phase	Strategy
Early phases of Construction (Before Further Occupation) – Cont'd	Appoint Individual Travel Plan Coordinators for new occupiers
	The Development Transport Coordinator to meet and discuss measures with the occupiers / Individual Travel Plan Coordinators
	Occupiers to submit and agree Individual Travel Plan with the Development Transport Coordinator
	Implement pre-construction travel plan measures shown in Table 9.2.
Later phases of Construction and Occupation of each Key Phase	Co-ordinate the monitoring / review of travel mode share. Undertake travel surveys and traffic surveys 3 months after full occupation (defined as 75% occupied).
	Review the usage and convenience of facilities (i.e. cycle parking/ Car Club access.)
	Continue to promote the Framework Travel Plan / Individual Travel Plans, creating the Development branding, and identify any increasing awareness.
	Implement Continued Construction Measures shown in Table 9.2.
Completion of each Key Phase of development	Undertake a detailed review and update of the Framework Travel Plan and Key Phase Framework Travel Plans
	Coordinate the monitoring / review of travel mode share at each Key Phase
Full Occupation	Continue to implement and review the measures set out in the Framework Travel Plan / Individual Travel Plan.
	Carry out travel surveys and traffic surveys annually. Monitor results against targets.
	Monitor parking within the Site, including car parking and bicycle parking

9.3 Implementing the Framework and Individual Travel Plan Measures

9.3.1 The measures included within the Framework and Individual Travel Plans, responsibilities and timing of implementation are summarised in Table 9.2 (with reference to the measures set out with Section 6).

Table 9.2: Toolkit of Measures to be delivered

Timing	Measure	Details of Measure	Responsibility
Before the Phased Implementation of Construction	Site design and layout	Establish the quality design guidance, and implement this to these agreed standards. Provide levels of car parking to the agreed standard.	University of Cambridge
	Site Management	Define the Car Parking Management strategy – anticipated as being a continuation of the University-wide car parking management strategy	University of Cambridge
	Development Transport Coordinator	Appoint the Development Transport Coordinator	University of Cambridge
	Promote Travel Plan Measures to existing occupiers	Propose a suite of travel demand management measures, encourage existing occupiers to adopt these measures	Development Transport Coordinator
	Transport Stakeholders Group	Set up a Stakeholders Group of key developers, planning and highway authorities, public transport operators and student representatives (and seek further members from occupiers and incoming students as soon as practically possible following occupation).	Development Transport Coordinator
	Travel for Cambridgeshire (TfC)	Existing connections with the TfC Partnership will be extended to the new occupiers.	Development Transport Coordinator
	Community Involvement	Identify the Sustainable Travel Behaviour Champions within the student community (and seek further Champions from occupiers as soon as practicably possible following occupation).	Development Transport Coordinator
Construction and Operational Phase	Provision of On-site public transport infrastructure	Implement the on-site public infrastructure as the Key Phases emerge - bus stops, real-time information, SMS codes. Provide public transport to the agreed phased strategy from the Development. Development Transport Coordinator to liaise with public transport operators and procure services where necessary.	University of Cambridge / Development Transport Coordinator

Timing	Measure	Details of Measure	Responsibility
Construction and Operational Phase (Cont'd)	Provision of off-site measures – public transport priority measures	Increased bus service frequencies provided by the County Council through the development Section 106 contributions and consideration of public transport priority measures. Development Transport Coordinator to liaise with Cambridgeshire County Council.	Development Transport Coordinator/ County Council
	Provision of pedestrian and cycling infrastructure	Implementation the permeable footways and pedestrian crossings as the Key Phases emerge, delivered along the desire lines. Installation of walking / cycling signage. Covered, secure, lit and well-located cycle stands in commercial and public facilities. Provision of secure residential cycle storage to a generous standard. Ensure provision of shower and changing room facilities within the design of the larger academic and commercial facilities.	University of Cambridge / Developers
	Electric Charging Points	Investigate, implement the provision of electric charging facilities within the Site to an agreed programme.	University of Cambridge / Developers
	On Site Car Club	Appoint a Car Club provider to deliver the formal on-site Car Club for the wider range of occupiers being delivered on-site	University of Cambridge / Development Transport Coordinator
	Broadband Access	Providing the infrastructure for broadband access to academic facilities to reduce the need for students to travel.	University of Cambridge / Developers
	Car Share	Ensure provision of controlled car parking spaces for car sharers at commercial facilities conveniently located close to the building entrances to be attractive.	University of Cambridge / Developers/Occupiers of Development
	Individual Travel Plans	Identify the relevant Individual Travel Plan Coordinator and if appropriate, develop an Individual Travel Plan as soon as practicably possible.	Occupiers of the relevant development

Timing	Measure	Details of Measure	Responsibility
Construction and Operational Phase (Cont'd)	Individual Travel Plans	Each Individual Travel Plan will identify individual targets, measures and implementation, management and monitoring strategies.	Occupiers of the relevant development
Continued Construction and at the start of the Occupation of each Key Phase	Public Transport	Consult with public transport operators to investigate the provision of discounted public transport travel	Development Transport Coordinator / Individual Travel Plan Coordinators
	Cycling	Set up cycle pools / hubs at key locations for people to hire bikes. Investigate the provision of a 'Cycle Clinic' facility that can be accessed by all users of the Site Investigate the possibility of free / discounted cycles and equipment. Creation of cycle clubs during first occupation and possible cycle to work schemes (i.e. bike maintenance vouchers for cyclists). Promote and encourage the Cambridgeshire cycle share database with Liftshare (CamShare.co.uk) to match similar journeys and create BikeBUDIs.	University of Cambridge and Development Transport Coordinator for site-wide aspects and Individual Travel Plan Coordinators for non-site wide aspects
	Car Share	Promote and encourage the existing cycle share databases with CamUniShare.co.uk and Liftshare to match similar journeys and create CarBUDis.	Development Transport Coordinator / Individual Travel Plan Coordinators
	Travel Information Centre	Investigate the provision of a Travel Information Centre / Hub located at a key location with travel planning information and advice.	The University of Cambridge / Development Transport Coordinator
	Staff Induction Packs	Prepare packs for distribution upon occupation at all locations. Packs will include (inter alia) - maps illustrating walking and cycle routes; - public transport routes, timetables and fares of bus and rail services; - information on health, environmental and economic benefits of sustainable travel; - information on Car Clubs, car sharing and cycling facilities.	Development Transport Coordinator / Individual Travel Plan Coordinators

Timing	Measure	Details of Measure	Responsibility
Continued Construction and at the start of the Occupation of each Key Phase (Cont'd)	Maps / Travel Information	Displaying key travel plan information on community notice boards and places of work.	Development Transport Coordinator / Individual Travel Plan Coordinators
	Website	Development Website with specific sustainable travel page. Create a Travel Plan Forum providing supportive networks.	Development Transport Coordinator
	Seminars	Introductory seminars for new employees and other seminars at academic centres promoting sustainable travel.	Development Transport Coordinator
	Newsletter	Create a local community newsletter for the Development containing travel details.	Development Transport Coordinator
	Travel Surveys	Travel surveys will be carried out within 3 months of full occupation (defined as 75% occupied) to establish and confirm mode share targets. Traffic surveys will also be undertaken to monitor car driver trips.	Development Transport Coordinator / Individual Travel Plan Coordinators
Full Occupation	Walking	Promote local and national events such as "Walk to Work Week" through the provision of leaflets / flyers displayed within communal areas of facilities.	Development Transport Coordinator / Individual Travel Plan Coordinators
	Cycling	Offer cycle training. Promote local and national events such as "National Bike Week" and bike festival websites (i.e. Isle of Wight cycling festival or CTC York Rally) through the provision of leaflets / flyers displayed within communal areas of facilities.	Development Transport Coordinator / Individual Travel Plan Coordinators
After Full Occupation	Travel Surveys	Travel Surveys and traffic surveys will be carried out annually to monitor the effectiveness of the Travel Planning process. The Framework Travel Plan and Individual Travel Plans will be updated based on the monitoring process. Mitigation measures will be reviewed and updated accordingly.	Development Transport Coordinator / Individual Travel Plan Coordinators

Timing	Measure	Details of Measure	Responsibility
After Full Occupation (Cont'd)	Travel Surveys	Review documents will be submitted to Cambridgeshire County Council	Development Transport Coordinator / Individual Travel Plan Coordinators

9.3.2 These measures will be continuously monitored and reviewed, and specifically at the commencement of each Key Phase. New measures may arise through suggestions obtained by the survey process. Any new measures will be added to the existing list.

9.3.3 The measures to be delivered within each individual site are defined in the templates included in Appendix 3, along with a series of potential measures. As with other aspects of this Framework Travel Plan, the site-specific measures will need to be developed and maintained within the individual travel plans once site occupiers are known.

10 Management, Monitoring and Review

10.1 Introduction

10.1.1 The Framework Travel Plan has been prepared as an over-arching document that sets out an overall strategy for the Development to help promote and encourage more sustainable modes of travel from the outset.

10.1.2 The Framework Travel Plan is intended to deliver a level of proactive management of transport for the Development that will reduce reliance on single-occupancy car use.

10.2 The Need to Manage, Monitor and Review

10.2.1 The management, monitoring and review of the Framework Travel Plan and of Individual Travel Plans are key aspects of the process so the plans remain dynamic documents. This monitoring is required to:

i) understand the total number of car trips generated by the Development;

ii) demonstrate compliance with the West Cambridge Framework Travel Plan targets for mode share by car for journeys to work; and

iii) identify trigger points to establish whether further mitigation measures are required.

10.2.2 Plans would be monitored and adjustments would be considered to targets and measures in the light of changes and of successes and failures within the Travel Plan process and of external changes in circumstance.

10.2.3 Surveys would, therefore, be carried out from time to time and necessary adjustments to the plan made according to the survey results. Travel for Cambridgeshire will be consulted to determine an appropriate surveying strategy for the Development, but it is considered that the survey strategy identified later in this section would be applied.

10.3 Management Structure

Framework Travel Plan and Development Transport Coordinator

10.3.1 The University of Cambridge will have general responsibility for the Framework Travel Plan and for the relevant obligations.

10.3.2 The University will be required to appoint the Development Transport Coordinator, who will undertake the functions defined within this Framework Travel Plan.

Transport Stakeholders Group

10.3.3 As part of the Development transport strategy, a ‘Transport Stakeholders Group’ will be set up by the Development Transport Coordinator, consisting of key developers, planning and highway authorities, public transport operators and community representatives, to help deliver, manage, operate, monitor and review the Development transport proposals.

Sustainable Travel Behaviour Champions

10.3.4 As part of the Development transport strategy, the Development Transport Coordinator will recruit Sustainable Travel Behaviour Champions for key roles in delivering the sustainable travel proposals. These will not be formal roles, but individuals will be sought who will work through their own social networks to spread the word about travel options. These will be respected individuals within the academic community who are able to influence others in the community, such as respected students or lecturers.

10.3.5 The Development Transport Coordinator will provide support and encouragement for the Sustainable Travel Behaviour Champions, offering information and training via networking events and information exchanges.

Individual Travel Plans and Coordinators

10.3.6 The individual occupiers will have responsibility for the Individual Travel Plans and for all their relevant obligations.

10.3.7 In addition to the appointment of Individual Travel Plan Coordinators (and in the context of the scale of the individual land-uses defined in Section 8):

- it will be a requirement of employment occupiers, of a size specified in Section 8, to implement Workplace travel plans and appoint a travel plan coordinator;
- it will be a requirement for the academic departments on site to appoint / nominate a Travel Plan Coordinator prior to occupation, with the responsibility to promote the West Cambridge Travel Plan in the department.

10.3.8 Additional information on the preparation of individual, site specific, Travel Plans is given within Appendix 3.

10.4 Development Transport Coordinator – Roles and Responsibilities

10.4.1 It will be the responsibility of the University of Cambridge to appoint a Development Transport Coordinator. This role may be considered to be that of an enhanced Framework Travel Plan Coordinator, taking responsibility for all aspects of the transport strategy proposed for the Development.

10.4.2 The Development Transport Coordinator will work with all relevant Stakeholders, including Cambridgeshire County Council, through a Stakeholders Group, to achieve the implementation of the transport strategy, and with occupiers of the Development, to encourage use of the sustainable transport options provided.

10.4.3 The Development Transport Coordinator will also act as a focal point for liaison on travel plan-related issues between the Individual Travel Plan Coordinators of the commercial research occupiers, and the academic departments' Travel Plan Coordinators.

10.4.4 The main responsibilities of the Development Transport Coordinator are set out below but will be amended / reviewed on a regular basis:

- liaise with existing occupiers, to encourage them to join the Travel Plan process;
- issue this Framework Travel Plan for guidance to every relevant major occupier;
- provide guidance to developers, occupiers and operators regarding the overall transport strategy and development of their own Individual Travel Plans;

- act as a broker between stakeholders (i.e. students, businesses and transport providers) so travel needs are raised and appropriate solutions are delivered;
- compile and maintain a “Best Practice” list of measures and techniques;
- coordinate the timescales for the collection of monitoring data and to provide guidance to the individual coordinators on arranging travel monitoring surveys;
- arrange templates of travel diaries and staff survey questionnaires as part of the monitoring system, if required;
- co-ordinate the collection of annual review reports from the coordinators;
- undertake regular liaison with Cambridgeshire County Council and the public transport operators so the needs and requirements of occupiers and residents are available to the operators in developing their services; and
- undertake reviews of the Framework Travel Plan, and assess the progress towards achieving sustainable objectives.

10.5 Monitoring and Review Schedule

10.5.1 Travel Plans are living documents that require monitoring, reviewing, updating in order to maintain current best practice and address any new issues that may arise during implementation.

10.5.2 Reflecting the adopted Adaptive Phased Approach - and to maintain flexibility - further assessment work will be prepared and submitted in support of each development Key Phase, identifying and responding to the quanta of development within the individual Key Phase proposals, the timescales for the delivery, changes in future travel behaviour patterns, and emerging transport policy.

10.5.3 The monitoring plan will be developed as the planning process continues. However, it is likely that there will be an initial requirement of undertaking baseline Travel Plan surveys to establish mode share, followed by surveys from time to time.

Journey to Work Mode Share Monitoring

10.5.4 It is suggested that the Journey to Work mode share monitoring and traffic surveys will be carried out after 75% occupation for each building during the next October mode surveys undertaken by TfC. However, the timings of these individual land-use surveys will need to be timed so that surveys for all elements of the Development are carried out at the same time. Monitoring should be undertaken during neutral months (i.e., not in summer months during school holiday periods).

10.5.5 The monitoring of progress towards the individual journey to work mode share target (and any further targets included within Individual Travel Plans) will be the responsibility of the Individual Travel Plan Coordinators. Monitoring of the Framework Travel Plan target for the car driver to work mode share will be assessed by the Development Transport Coordinator through the collation of monitoring data from the Individual Travel Plan Coordinators. This will enable overall reviews of the effectiveness of the Framework Travel Plan and the Individual Travel Plans to be undertaken.

10.5.6 The mode split target for West Cambridge has been identified as no more than 26% of journeys to work by single occupancy car. To demonstrate compliance with this, the University has proposed the following strategy.

10.5.7 All occupiers will be required to join Travel for Cambridgeshire. All will fully participate in the annual October travel monitoring survey, and encourage their workforce to participate.

Sports Centre Mode Share Monitoring

10.5.8 The Sports Centre Mode Share monitoring will be carried out at the first October mode survey programme by TfC, to ensure that the data collected across West Cambridge reflects compatible time periods.

10.5.9 The mode split target for the West Cambridge Sports Centre will be reviewed following the assessment of these results. The mode will reviewed for both employees and visitors to the Sports Centre.

10.5.10 The monitoring of progress towards the Sports Centre single occupancy car driver mode share target (and any further targets included within later versions of the Sports Centre Travel Plan) will be the responsibility of the Development Transport Coordinator. This will enable an overall review of the effectiveness of the Travel Plan process.

Data Consolidation

10.5.11 The Development Transport Coordinator will co-ordinate and liaise with the Authorities over this monitoring process and review. If targets are not being met, a review of the measures will be carried out and new measures investigated to encourage further modal shift.

10.5.12 The results of the monitoring will be reported back to the Transport Stakeholders Group and the Authorities.

10.5.13 The monitoring will also provide information about public transport operational performance and uptake. This information will inform of any operational changes that might be required to the on-site bus services.

10.5.14 The surveys to respond to the following are identified to:

i) understand the total number of car trips generated by the Development;

ii) demonstrate compliance with the West Cambridge Framework Travel Plan targets for mode share by car for journeys to work; and

iii) identify trigger points to establish whether further mitigation measures are required.

10.5.15 An Annual Monitoring Report will be compiled utilising the information provided by this exercise. This Report will be circulated to all occupiers, and to the planning and highway authorities.

10.5.16 Reflecting the adopted Adaptive Phased Approach - and to maintain flexibility - further assessment work will be prepared and submitted in support of each development Key Phase, identifying and responding to the quanta of development within the individual Key Phase proposals, the timescales for the delivery, changes in future travel behaviour patterns, and emerging transport policy.

10.6 Contingency Measures

10.6.1 In the event of significant variation from the forecast values for a sustained period of time, the Development Transport Coordinator, working with the Transport Stakeholders Group, will consider the desirability of implementing contingency measures to reduce car use and meet the forecast outcomes over an agreed period of time. These measures may include:

- alterations to the public transport services better to meet demand;
- discounted public transport tickets for a limited period of time;
- additional car parking management through extensions to controlled parking zones;
- membership discounts to the Car Share scheme or the potential on-site Car Club;
- increased travel behaviour change initiatives such as travel awareness campaigns;
- consideration of further on-site traffic management and access control measures to discourage car use.

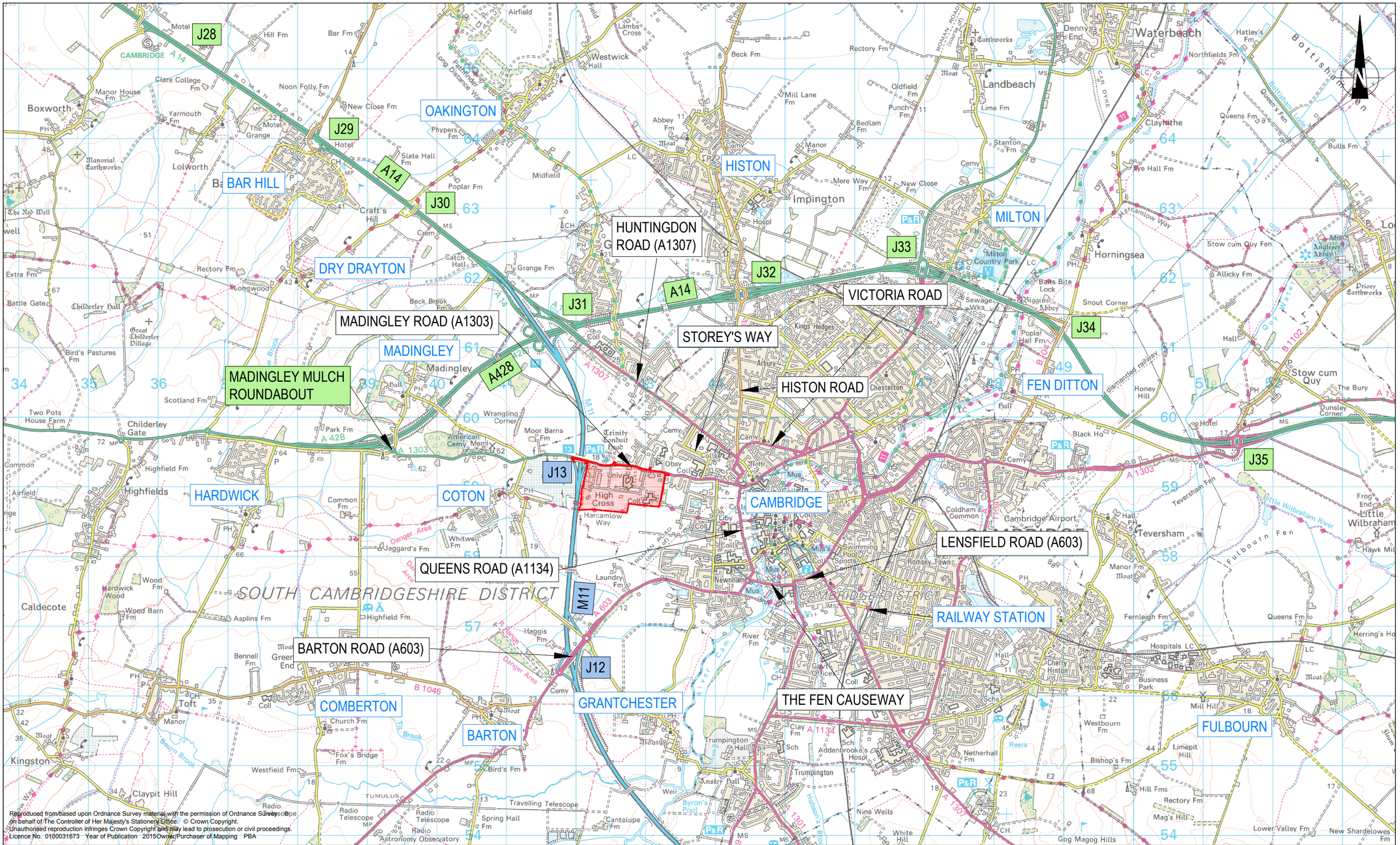
10.6.2 The Transport Stakeholder Group will review the measures proposed and make recommendations to the Authorities, who will help make the decision which contingency measures should be pursued. The appropriate measure will directly relate to the specific shortfalls identified during the monitoring and review process, e.g., should the percentage of car passengers in one of the land-use elements be such that it could be increased to enable the overall 26% target for travel to work by single occupancy car driver to be met, further incentives might be offered to help encourage registration to the Car Share scheme, and to increase the number of journeys made by this mode.

10.6.3 Fall-back funding for the contingency measures will be provided by the University. A sum of £50,000 will be allocated for use in the first 20 years of implementation. This sum of money will be released to an agreed programme and represent the maximum which the University would be obliged to contribute.

10.7 Ownership, Duration and Handover

10.7.1 During the implementation of the Development, the Transport Coordinator will be responsible for the long-term management of the transport strategy against the agreed forecast outcomes. The Transport Coordinator will be assisted by the Transport Stakeholders Group

10.7.2 In the longer-term, the Development Transport Coordinator role and Framework Travel Plan may be handed over to the University. The continuing role of the Coordinator will be at the discretion of the University, depending if the role is still considered necessary.



peterbrett
Offices throughout the UK and Europe
www.peterbrett.com
© Peter Brett Associates LLP
ASHFORD
Tel: 01233 651740

Client

UNIVERSITY OF CAMBRIDGE

SCALING NOTE: Do not scale from this drawing. If in doubt, ask.
UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty to this is expressed or implied. Other such plant or apparatus may also be present but not shown. The Contractor is therefore advised to undertake his own investigation where the presence of any existing sewers, services, plant or apparatus may affect his operations.

WEST CAMBRIDGE DEVELOPMENT

STRATEGIC SITE LOCATION PLAN

Mark	Revision	Date	Drawn	Chkd	Appd

Drawing Status: TRAVEL PLAN

Date of 1st Issue	JUNE 2016	Drawing Number	Revision
A3 Scale	NTS	FIGURE 1	-
Design	Drawn DS		
Chkd JH	Appd JH		

KEY

- WEST CAMBRIDGE DEVELOPMENT
- NORTH WEST CAMBRIDGE DEVELOPMENT
- NIAB DEVELOPMENT

GIRTON
A14
M11 JUNCTION 14
A428
GIRTON ROAD
HISTON ROAD
ARBURY
M11
HUNTINGDON ROAD
MADINGLEY ROAD PARK & RIDE
STOREY'S WAY
CONDUIT HEAD ROAD
MADINGLEY RISE
AMERICAN CEMETERY
MADINGLEY ROAD
M11 JUNCTION 13
CHURCHILL ROAD
MOUNT PLEASANT
CLERK MAXWELL ROAD
HIGH CROSS
JJ THOMSON AVENUE
GRANGE ROAD
COTON
MADINGLEY ROAD
LANSDOWNE ROAD
ADAMS ROAD
CITY CENTRE
WILBERFORCE ROAD
WEST ROAD
SIDGWICK AVENUE
BARTON ROAD

Reproduced from/based upon Ordnance Survey material with the permission of Ordnance Survey ® on behalf of The Controller of Her Majesty's Stationery Office. © Crown Copyright.
Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.
Licence No. 0100031673 Year of Publication 2015Owner/Purchaser of Mapping PBA

peterbrett
Offices throughout the UK and Europe
www.peterbrett.com
© Peter Brett Associates LLP
ASHFORD
Tel: 01233 651740

Client
UNIVERSITY OF CAMBRIDGE

SCALING NOTE: Do not scale from this drawing. If in doubt, ask.
UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty to this is expressed or implied. Other such plant or apparatus may also be present but not shown. The Contractor is therefore advised to undertake his own investigation where the presence of any existing sewers, services, plant or apparatus may affect his operations.

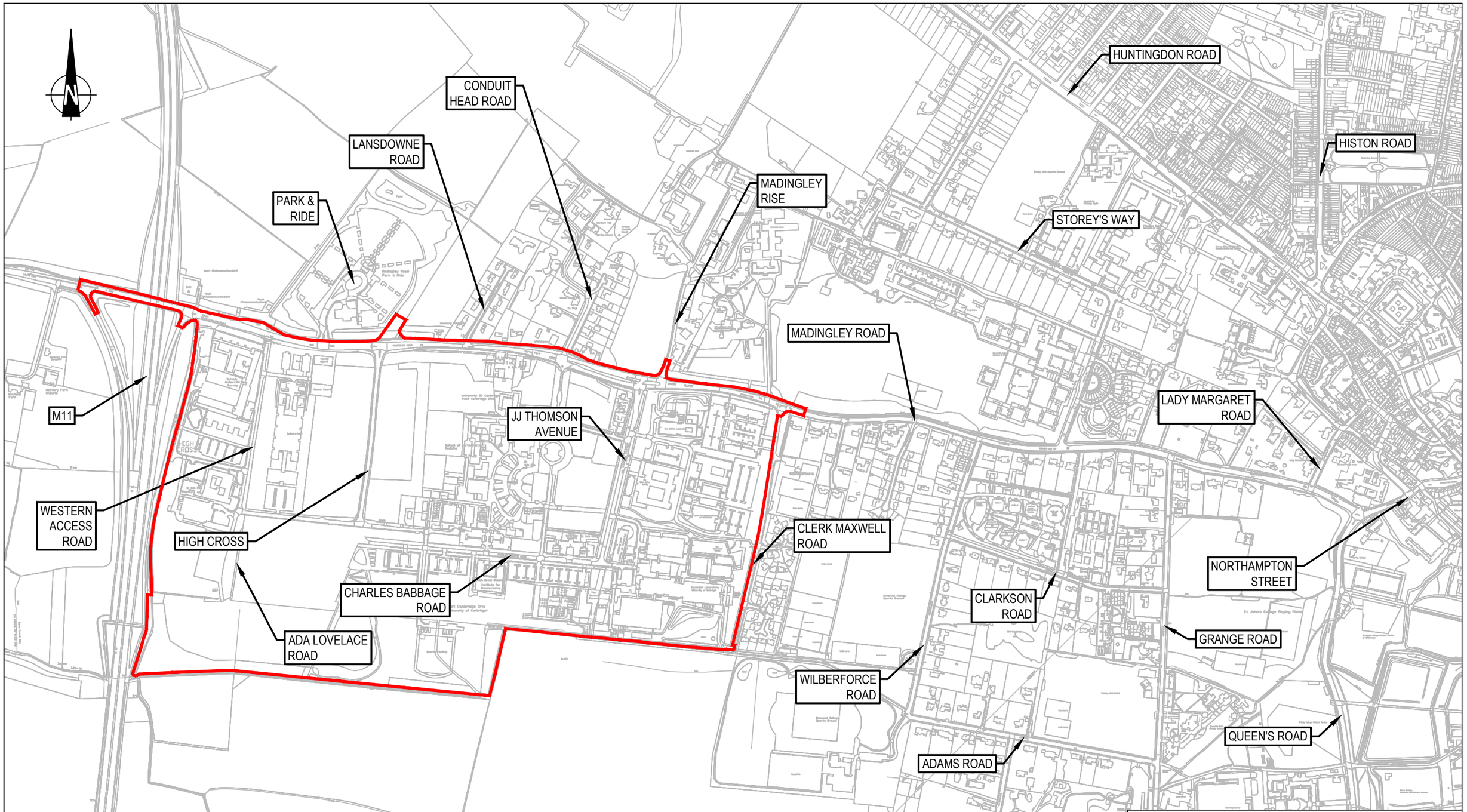
WEST CAMBRIDGE DEVELOPMENT

LOCAL CONTEXT PLAN

Mark	Revision	Date	Drawn	Chkd	Appd

Drawing Status: TRAVEL PLAN

Date of 1st Issue	JUNE 2016	Drawing Number	Revision
A3 Scale	NTS	FIGURE 2	-
Design	Drawn DS		
Chkd JH	Appd JH		



KEY:

SITE BOUNDARY

Reproduced from/based upon Ordnance Survey material with the permission of Ordnance Survey ® on behalf of The Controller of Her Majesty's Stationery Office. © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Licence No. 100021575 Year of Publication 2015Owner/Purchaser of Mapping PBA

pba peterbrett
Offices throughout the UK and Europe
www.peterbrett.com
© Peter Brett Associates LLP
ASHFORD
Tel: 01233 651740

Client

UNIVERSITY OF CAMBRIDGE

SCALING NOTE: Do not scale from this drawing. If in doubt, ask.
UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty to this is expressed or implied. Other such plant or apparatus may also be present but not shown. The Contractor is therefore advised to undertake his own investigation where the presence of any existing sewers, services, plant or apparatus may affect his operations.

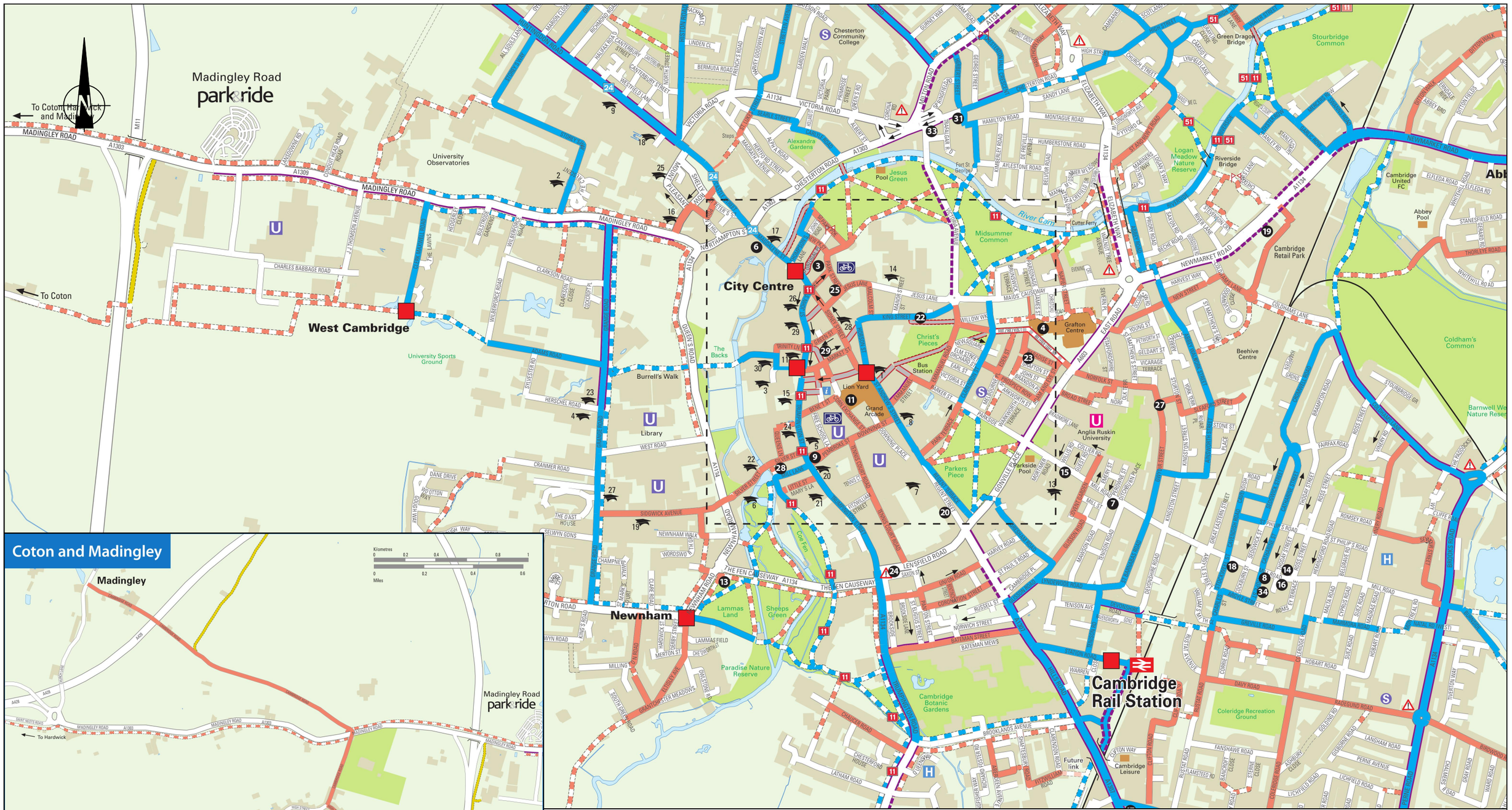
WEST CAMBRIDGE

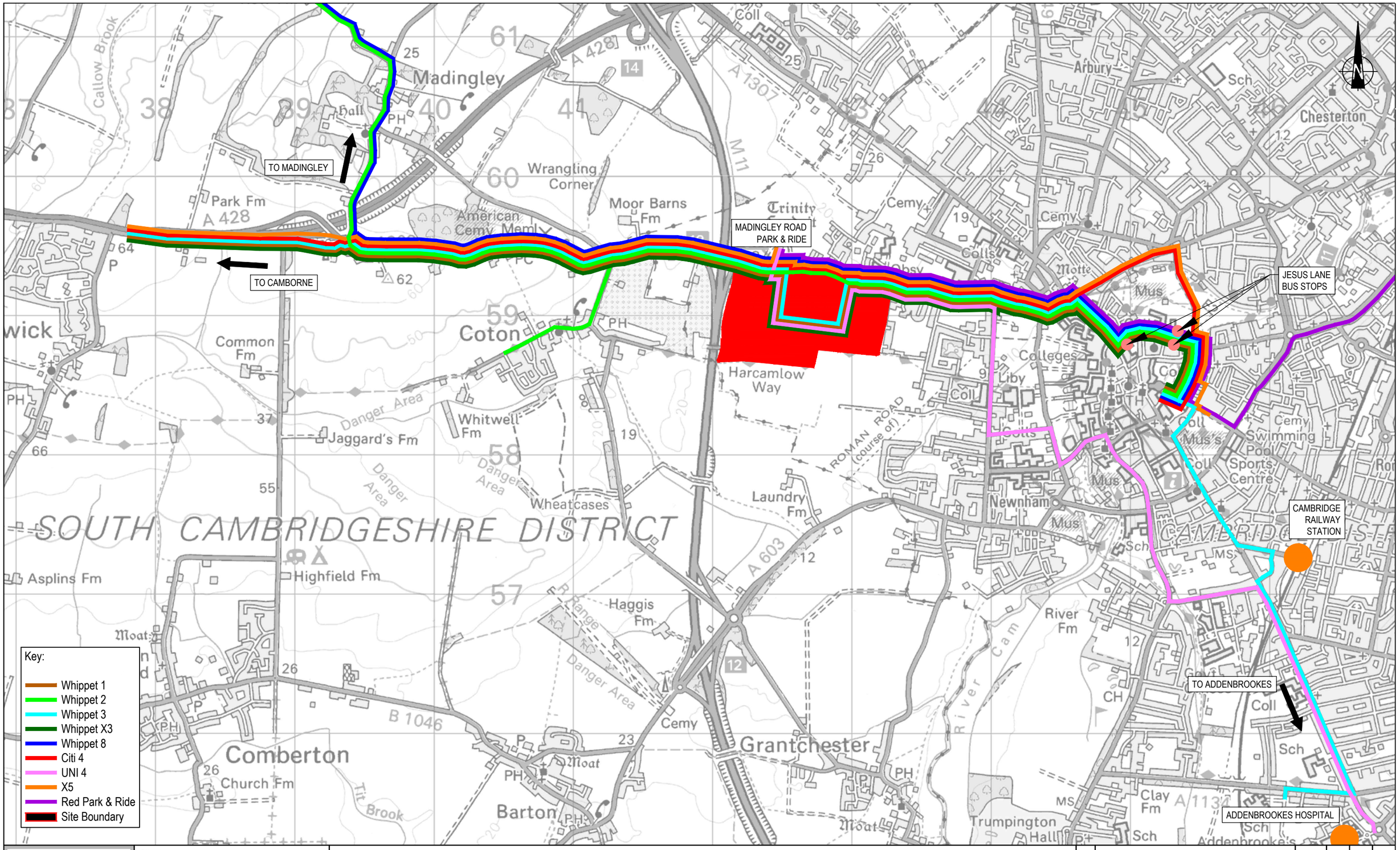
LOCAL ROAD NETWORK

Mark	Revision	Date	Drawn	Chkd	Appd

Drawing Status: TRAVEL PLAN

Date of 1st Issue	JUNE 2016	Drawing Number	Revision
A3 Scale	NTS	FIGURE 3	-
Design	Drawn DS		
Chkd PC	Appd		


Madingley Road
park ride
To Coton, Hardwick and Madingley
MADINGLEY ROAD
A1303
M11
University Observatories
To Coton
West Cambridge
University Sports Ground
Burrell's Walk
Library
City Centre
The Backs
Bus Station
Lion Yard
Grand Arcade
Christ's Pieces
Grafton Centre
Midsummer Common
Jesus Green
Jesus Pool
Alexandra Gardens
Chesterton Community College
Victoria Park
Logan Meadow Nature Reserve
Riverside Bridge
Green Dragon Bridge
Stourbridge Common
Cambridge United FC
Abbey Pool
Cambridge Retail Park
Beehive Centre
Coldham's Common
Anglia Ruskin University
Parkside Pool
Parkers Piece
Cutter Ferry
River Cam
Ice Fen
Lammas Land
Sheeps Green
Paradise Nature Reserve
Cambridge Botanic Gardens
Coleridge Recreation Ground
Cambridge Leisure
Future link
Cambridge Rail Station
Newnham
Madingley
Madingley Road
park ride
Coton
To Hardwick
A428
A1303
A1134
A603
A14
A45
A10
A1309
A1307
A1301
A1307
A1309
A1303
A428
A45
A14
A603
A1134
A10
A1307
A1301



peterbrett
Offices throughout the UK and Europe
www.peterbrett.com

© Peter Brett Associates LLP

NORTHAMPTON
Tel: 01604 878300

Client
UNIVERSITY OF CAMBRIDGE

SCALING NOTE: Do not scale from this drawing. If in doubt, ask.
UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty to this is expressed or implied. Other such plant or apparatus may also be present but not shown. The Contractor is therefore advised to undertake his own investigation where the presence of any existing sewers, services, plant or apparatus may affect his operations.

WEST CAMBRIDGE

EXISTING BUS SERVICES

Mark	Revision	Date	Drawn	Chkd	Appd

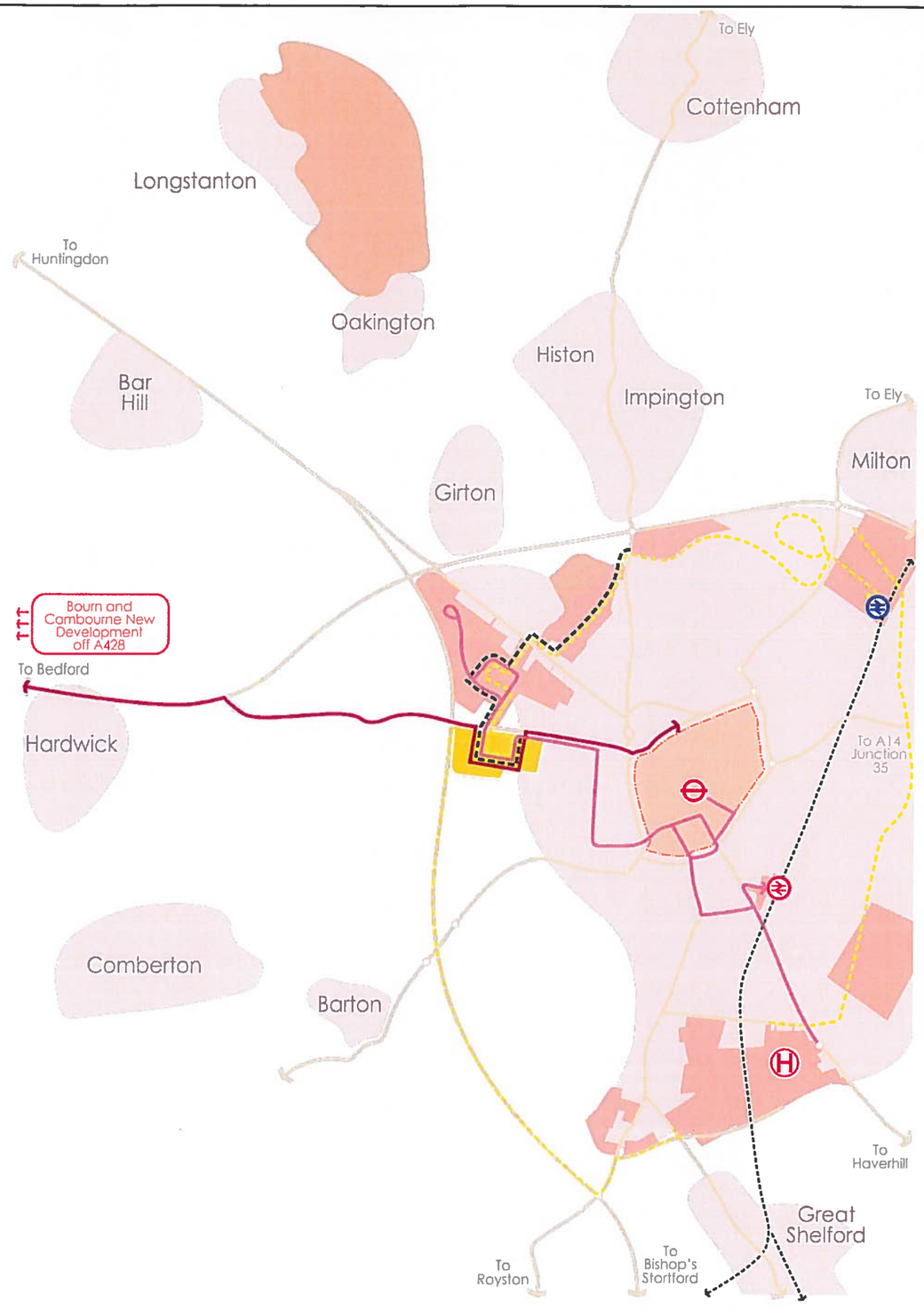
Drawing Status: TRAVEL PLAN

Date of 1st Issue	JUNE 2016	Drawing Number	Revision
A3 Scale	NTS	FIGURE 5	-
Design	Drawn PR		
Chkd AM	Appd -		

West Cambridge
Public Transport Strategy
Long Term

Key:

- Key Highway Network
- Railway
- Railway Station
- Addenbrooke's Hospital
- Built Up Area
- Town Centre
- New and Future Developments
- Future Aspirational Developments
- West Cambridge Development
- Cambridge Guided Bus Service B1
- Future Uni 4 Service
- Enhanced Citi 4 Service
- Orbital Bus Routes



peterbrett
Offices throughout the UK and Europe
www.peterbrett.com

© Peter Brett Associates LLP

ASHFORD
Tel: 01233 651740

Client

UNIVERSITY OF CAMBRIDGE

SCALING NOTE: Do not scale from this drawing. If in doubt, ask.
UTILITIES NOTE: The position of any existing public or private sewers, utility services, plant or apparatus shown on this drawing is believed to be correct, but no warranty to this is expressed or implied. Other such plant or apparatus may also be present but not shown. The Contractor is therefore advised to undertake his own investigation where the presence of any existing sewers, services, plant or apparatus may affect his operations.

WEST CAMBRIDGE

OUTLINE WEST CAMBRIDGE PUBLIC TRANSPORT STRATEGY

Mark	Revision	Date	Drawn	Chkd	Appd

Drawing Status: TRAVEL PLAN

Date of 1st Issue	JUNE 2016	Drawing Number	Revision
A3 Scale	NTS	FIGURE 6	-
Design -	Drawn DS		
Chkd PC	Appd -		

Appendix 1 - The University City Wide Travel Plan

UNIVERSITY OF CAMBRIDGE

TRAVEL PLAN 2011

1. Background

Introduction

1.1 A travel plan is a package of measures aimed at promoting sustainable travel within an organisation, with an emphasis on reducing reliance on single occupancy car travel.

1.2 This Travel Plan sets out objectives, a target and measures to manage the demand for travel and promote sustainable travel within the University. It was approved by the University's Planning and Resources Committee at its meeting on 13 July 2011. The University Travel plan is supported by site-specific travel plans that are prepared for new buildings.

Organisational Context

1.3 Cambridge is a collegiate University and is organised around 31 Colleges (the Colleges), central teaching and administrative functions (the central University), and academic & research institutions.

1.4 The central University and related institutions occupy more than 20 sites, mainly situated in central, western and southern Cambridge. Teaching and research is organised through schools, faculties and departments.

1.5 The Colleges also mainly occupy sites in central and western Cambridge. Each College is an independent institution with its own property, income and staff. A College is the place where students live, eat and socialise. It is also the place where they receive small group teaching sessions.

1.6 There are 17,700 students and 9,000 central University staff. The University also attracts a significant number of visitors, for academic and research work, to its museums and historic buildings, to open days and to graduation ceremonies.

1.7 The University therefore generates a large number of trips to and within Cambridge. Managing that travel demand in favour of sustainable modes is challenging.

Reasons for Adopting a Travel Plan

1.8 As an aid to securing planning permission.

There is an increasing need to managing the University's trip impact on the highway network, at a time when commuter routes are at or near full capacity, Government funding for capacity enhancement on the A14 has been withdrawn, and public funding for highway improvements is generally limited. The University

continues to bring forward proposals for the development of its sites and the impact of trips on the network needs to be minimised in order to secure planning permission for development. Travel plans help to demonstrate the University's commitment to managing the demand for travel to the local planning authorities. Site travel plans are included with planning applications for major University development. The site travel plans complement the University Travel Plan.

1.9 To demonstrate the University's commitment to travel planning for other purposes, for example in order to secure EcoCampus Gold Standard in the University's Environmental Management System.

1.10 To provide a context for the future coordination development and prioritisation of travel measures across the University.

1.11 To provide a basis from which to tackle Scope 3 emissions in the Carbon Management Plan. This will be important in dealing with future HEFCE CIF2 targets for Scope 3 emissions.

1.12 To communicate with staff and students on a package of travel measures.

2. Roles and Responsibilities

2.1 Estate Management leads on the co-ordination of the Travel Plan and implementation of most actions (Paul Milliner (Senior Planning Officer) and Catrin Darsley (Environmental Assistant)).

2.2 Some actions are implemented by others, as follows:

Car Parking Management	Steve Matthews, Estate Management
Cycle to Work Scheme	Human Resources
Interest Free Loan Scheme	Human Resources
Student Car Use	University Motor Proctor

3. Objectives

Objective 1: Reduce The Need To Travel
This is a long standing objective of Government that is expressed through transport planning policy.

Objective 2: Manage Carbon Emissions From University-Generated Travel
The University's Carbon Management Plan sets a target for the absolute reduction in total Scope 1, 2 and 3 emissions from 2005 levels by 2020 (Scope 3 includes business and commuting travel) through measures including:
a. parking management schemes
b. public transport incentives to reduce commuting
c. revision of University travel expenses policy

Objective 3: Manage The Demand For Travel By Car, Especially By Single Car

Objective 4: Increase Travel Options By Non-Car Modes

Objective 5: Improve Travel Affordability

Objective 6: Support Development At North West Cambridge By Removing Current Trips On The Highway Network
The highways authorities have stated that development of the University's development proposal at North West Cambridge will require measures to be brought forward to mitigate the impact of car trips on the strategic highway network. This will require action
across the wider University estate.

4. Target

4.1 The 2010 Staff Travel Survey results show that 23% of University staff journeys to work are made by car (single occupancy). It will be challenging to maintain that level as the University develops more space outside central Cambridge at West and North West Cambridge and at Addenbrooke's. Sites outside central Cambridge tend to have higher percentages of single occupancy car commuting, due to car parking density and fewer public transport options.

4.2 A target that **no more than 25% of journeys to work should be made by car (single occupancy)** is therefore considered to be appropriate.

5. University Travel Measures

5.1 Travel measures are set out in Table 1. Each measure relates to one or more objectives.

5.2 Potential future measures are set out in Table 2. Many have been identified in order to support the North West Cambridge development. This is to meet a target to remove 200 daily morning peak-hour car trips from the A14 and a general requirement to remove car trips across the highway network. Relevant measures are likely to be included in a S106 planning obligation for North West Cambridge. One or more of the S106 measures would be implemented as and when necessary in relation to the delivery of academic and research space at that site.

5.3 Car park charging is identified as a potential future measure. Implementation of charging will be subject to the recommendations of a consultative group to be established by PRC.

6. Monitoring

6.1 A survey of University staff journeys to work is carried out annually, through the Cambridgeshire Travel for Work Partnership's survey of member organisations. The 2010 survey covered the period 9-15 October, and generated 1441 returns (a response rate of around 16%). The survey measures the main mode of travel

by distance travelled.

6.2 The modal split results compare favourably with other participating organisations: only 23% of University staff weekday journeys to work are made in single occupant vehicles, compared with 47% collectively for other organisations. Forty percent of journeys were made by bicycle (21% for other organisations), 9% walking (7%), 9% public bus (6%), and 7% train (5%). Only with car sharing does the University perform worse than the collective results for other organisations.

6.3 Trends show a steadily decreasing proportion of journeys to work made by car (single occupants), down from 32% in 2001.

6.4 The average distance travelled by people driving alone was 20km.

7. Review

7.1 The University Travel Plan will be reviewed every 2 years.

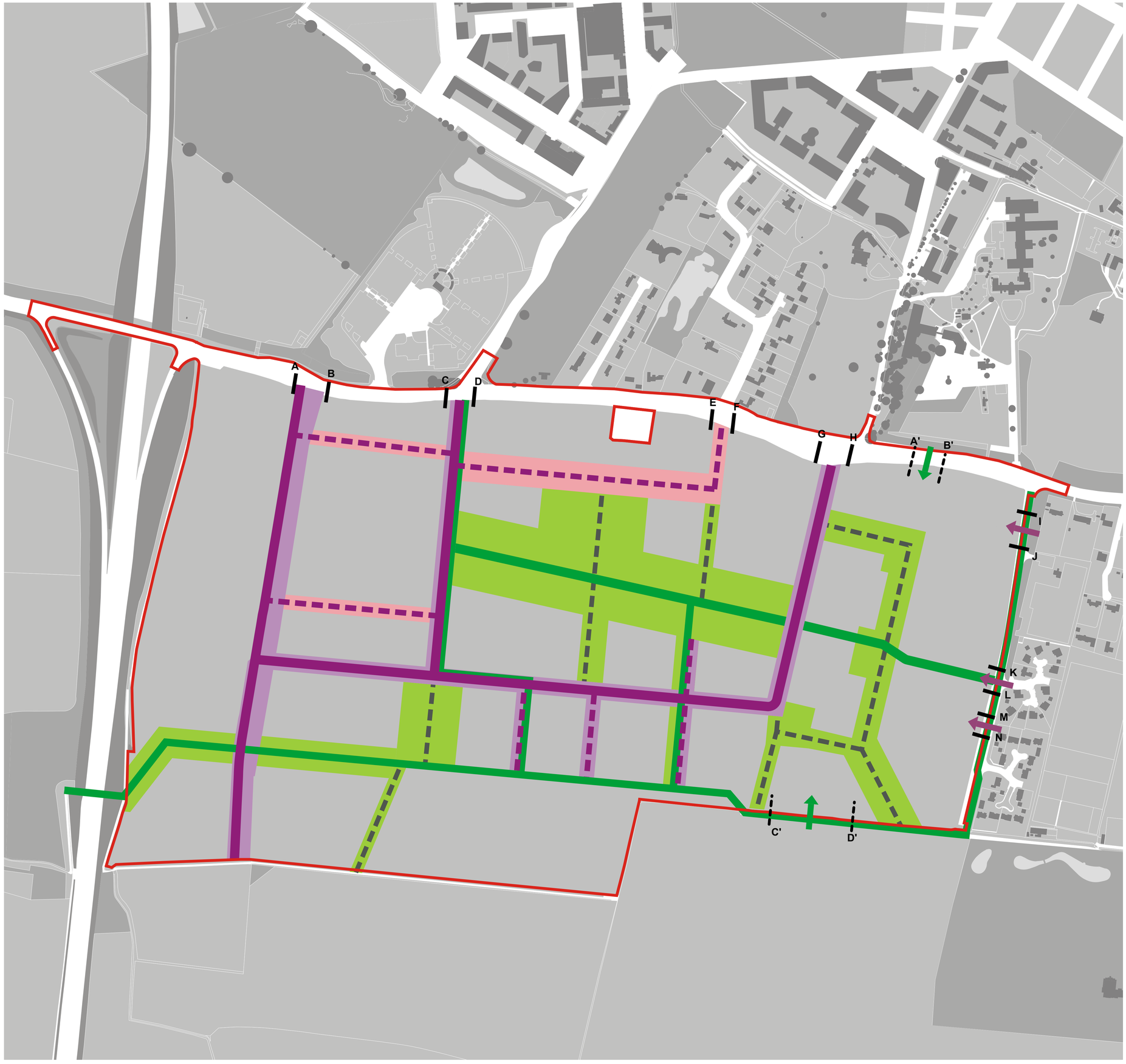
TABLE 1 - EXISTING MEASURES

	Objective(s)	Lead	Timescale
1. Uni4 Bus Service, with discounted fares for University Card Holders	3, 4, 5	EM – Estate Development	2011-14/16
2. Arrange special bus services for University events (e.g. University Open Days, Science Festival)	3, 4	EM – Estate Development Event organisers	When required
3. Cycle to Work Scheme	3, 5	Human Resources	Ongoing
4. Provide showers, changing rooms, drying rooms and lockers in all new buildings	3, 4	EM – Estate Development	Ongoing
5. Provide cycle parking at all new developments	3, 4	EM – Estate Development	Ongoing
6. Park and Cycle facility, Madingley Road	3. 4	EM – Facilities Management	On-going
7. Train season ticket discounts	3, 5	EM – Estate Development	Ongoing
8. Interest free loan scheme for travel by bus, rail and bicycle	3, 5	Human Resources	Ongoing
9. Car park charging – prepare proposals	3, 6	Consultative Group reporting to PRC	2011-12
10. Manage the use of centralised University car parks through a badge system *On-line system introduced summer 2011*	3	EM – Facilities Management	Annually
11. On-line car sharing scheme (CamShare)	2, 3, 5	EM – Estate Development	On-going
12. Car Club scheme (StreetCar)	2, 3	EM – Estate Development and Facilities Management	On-going
13. Proctorial control on student use of cars	3	University Motor Proctor	On-going
14. Revise University travel expenses policy *Action contained in the Carbon Management plan*	2, 3		
15. Develop proposals for the provision of affordable staff housing at North West Cambridge	1	NWC Project Director	
16. Potential additional staff housing at West Cambridge *Through a future master plan review*	1	EM – Estate Development	

TABLE 2 – POTENTIAL NEW MEASURES

	Objectives	Lead
17. Designate car-sharing only spaces in centrally managed car parks	2, 3, 5, 6	EM – Facilities Management
18. Introduce a car sharing badge for University Car Parks	2, 3, 5, 6	EM – Facilities Management
19. A targeted approach to stimulate car sharing amongst staff living in the A14 corridor.	2, 3, 5, 6	EM – Estate Development & Facilities Management
20. Proactive management of car sharing through CamShare, on a frequent basis, to encourage more people to join the scheme and to prompt an increase in search activity.	2, 3, 5, 6	EM – Estate Development
21. Subsidised bus season tickets	3, 5, 6	EM – Estate Development & Facilities Management
22. Free/discounted bus season tickets (for staff living in the A14 corridor)	2, 3, 5, 6	NWC Project
23. Implementation of car park charging *Subject to the recommendations of the Consultative Group and decision by PRC*	2, 3, 6	EM – Facilities Management

Appendix 2 - Access Parameter Plan



KEY

Contextual Information:

- Primary street
- Secondary street
- Primary pedestrian/cycle route
- Secondary pedestrian/cycle route

For Approval:

- Application site boundary
- Intervention zone for street
- Flexible zone for street
- Servicing and car parking access
- Pedestrian and cycle access
- Flexible zone for pedestrian and cycle
- A' B' Pedestrian and cycle access point
- A B Zones of access points

All information other than that identified as being for approval is shown for contextual purposes only.

West Cambridge

WC/OPA/PAR/04 - Access and Movement Parameter Plan

June 2016

UNIVERSITY OF CAMBRIDGE

0 10 50 100m

Scale 1:2500@A1

Reproduced from the Ordnance Survey mapping by permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office
Crown Copyright, All rights reserved Licence No. AL100014635 EDAW's business licence
Crown Copyright, All rights reserved. 2004 Licence number 0100031673

Appendix 3 - Travel for Cambridgeshire Travel Plan Guidance and Templates

To be used with the TfW travel plan template

Travel Plan Guidelines

TfW - Helping Business Get There!

Revised January 2013

Travel for Work Partnership
Box CC 1312, Castle Court
Cambridge CB3 0AP
TEL: 01223 715 550

IMPORTANT:

This document gives you useful guidance for the content of your plan.

For the TfW template please download from website

http://www.tfw.org.uk/tp-what.php#TravelPlan

Introduction to these guidelines

These guidelines can be used by employers or developers.

For your travel plan to reap real benefits it must be owned by your organisation. The plan should therefore reflect the way you do business, where you are located and how much time and resource you can put into it.

But remember the main resource is your **enthusiasm!**

If you follow these guidelines you will have a travel plan that is appropriate for your organisation. You will soon discover that implementing travel plan initiatives is cheap, fun and best of all, will have real positive benefits to your business, whatever your business!

Please read through ***all*** the guidelines before commencing your travel plan! These guidelines are organised in three parts— The process, Travel Plan Recommended Contents and Sources of Further Information.

Travel for Work also has a helpful website: ***www.tfw.org.uk***

Travel for Work is delighted to assist you throughout the production and implementation of your travel plan. If you need any help at all please do not hesitate to contact us:

Email: info@tfw.org.uk
Telephone: (01223) 715550

How long will it take?

A difficult question! It depends on the size of the organisation, the size of any travel/transport problem you have and how much resource you can commit.

You should aim to introduce travel plan initiatives as soon as practicable (as a rule of thumb at least within the first 12 months).

It is worthwhile marking progress on the completed plan with some form of 'celebration'. You do not need to wait for all measures you wish to be introduced to be included in your plan – put them on the action sheet for completion in the longer-term.

Aim to launch the plan with some early quick wins in the action section. You will be surprised how newsworthy such events are – TfW can assist with creating press interest and getting your organisation some positive publicity.

A travel plan is a dynamic, evolving management tool that will take account of changing circumstances. As targets are reached, new ones are set. It will need to be updated every year or two, in line with the survey results and monitoring regime agreed with the local planning and highway authority. Changes within the organisation and employee working patterns should also trigger a review of the Travel Plan. See 'Preparing a Travel Plan Step by Step Guide' opposite.

These guidelines will give you advice on how to organise the production of your plan, and when to renew and/or rewrite it.

Employers with 'mature' travel plans find that over time 'travel planning' becomes a less contrived process. The policies/initiatives that you develop will just become a part of how your organisation does its business.

MOVING?

If your organisation is moving to new premises your plan should look in detail at how you will manage the process of the move. Travel planning will help alleviate some of the inevitable stress of such a move—and will keep your business productive during what could be a difficult time. Therefore all your staff should be fully aware of their travel options to the new site well before the move.

Your people

Your plan will be seeking to influence the travelling behaviour of your staff. It is therefore very important to keep them informed and involved with what is going on at each stage of the process; seek their views through focus groups, information sessions and by completing travel surveys. **Re-member also, your staff may have great ideas!**

Hinchingbrooke Health Care NHS
NHS Trust

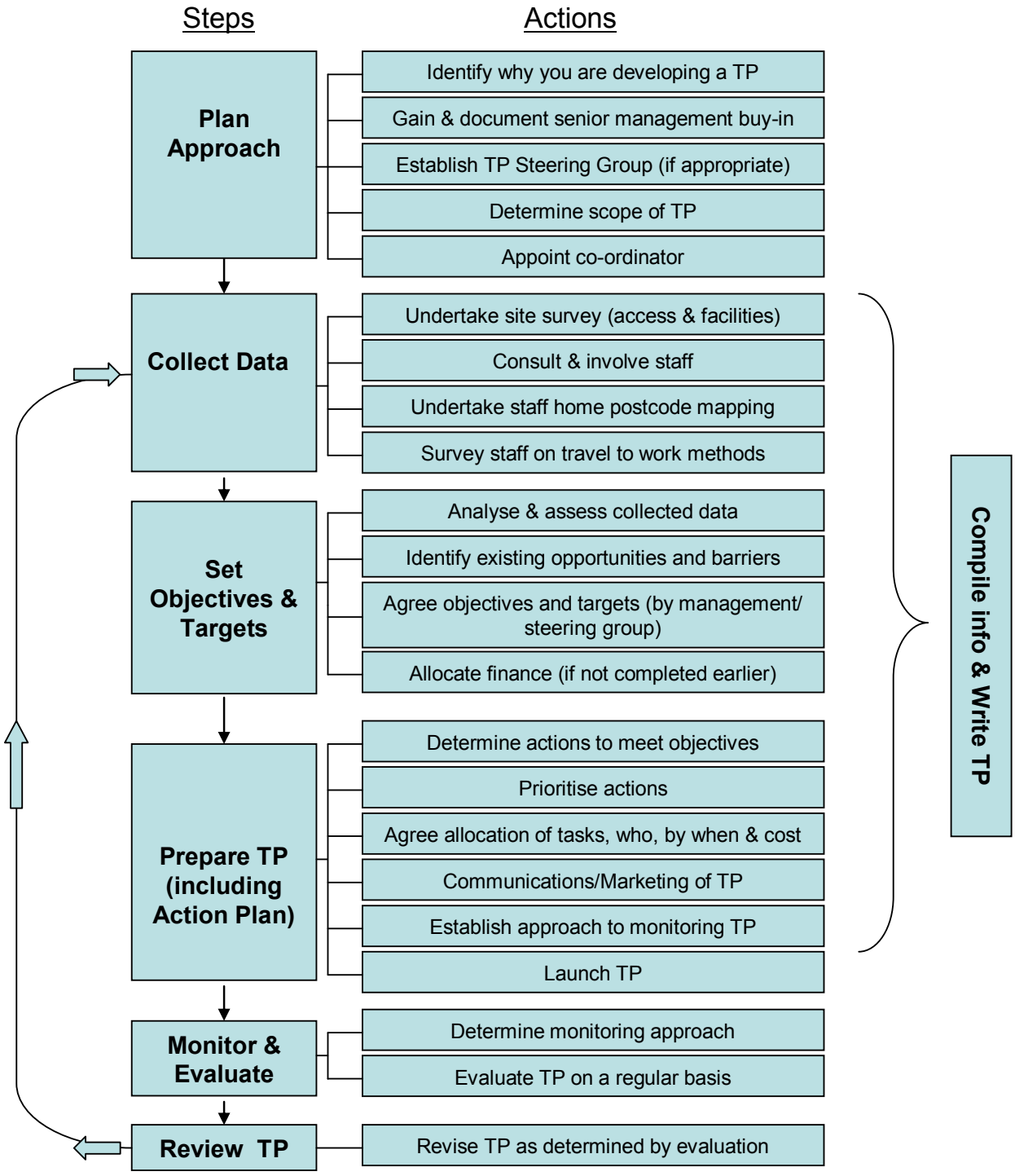
Example—Hinchingbrooke NHS Trust—engaging with staff

Staff are kept informed of their travel options by attending an information stand during Bike Week (picture left).

The Trust gets more staff feedback by annual TfW travel to work survey with an additional attitudinal survey. The Trust also uses its fortnightly staff magazine "Hinchingbrooke Matters" to keep staff up-to-date with their latest travel initiatives.

Preparing a Travel Plan
Step by Step Guide

There are a number of steps in developing a travel plan (TP) a summary of which is presented in the flow chart below.



The following pages give you guidance on suggested content for your travel plan which is to be used with the TfW template.

Additional information is available at the back of this document:

A) What can TfW Do For You? (page 29)

B) Sources of Further Information (page 30)

This is our advice on how to set out your plan but you may need or wish to amend this to suit your organisation's requirements. Therefore the template plan is in Microsoft 'word' to allow you to format it easily. The following content is taken from the template plan and the page numbers refer to pages within this document.

Contents

		Page
	Statement of support	3
1.0	Introduction	4
2.0	Roles and Responsibilities	6
3.0	Organisation Review	8
4.0	Baseline Information & Consultation	11
5.0	Objectives	15
6.0	Targets	16
7.0	Actions	17
8.0	Financial Issues	19
9.0	Monitoring & Evaluation	20

Appendices

Could include the following

A	Plan of site	22
B	Location of site	23
C	Home postcode maps	24
D	Survey form	25

Statement of Support page 3

This section should be signed by the most senior person on site, usually the CEO, MD, Chief Financial Officer.

This section should be one of the last written. It needs to be a clear, short, positive statement of intent, detailing the overall organisation ethos/policy on travel.

Include some or all of the following:

- A clear, short and positive statement of intent
- The over riding reason for writing the TP
- The over riding objective for the TP
- A brief summary of the significant measures to be introduced (one that is really interesting and a good example)
- Clearly state the organisation's commitment to the plan
- Clearly show the involvement and support of senior executives/CEO/Board etc
- To be signed by CEO, Managing Director and/or Chair or equivalent
- Signatories could also include all supporters of the plan, the travel plan co-ordinator, green/ environmental team, and Steering Group members
- Scope of the travel plan, perhaps 5 years, to cover—staff commute, student, patient, visitor, business travel, deliveries, number of sites etc.
- Later versions of the travel plan document should also include a CEO statement with summary of progress towards targets
- Date document and version control

Example—A Statement by the Director of the Babraham Institute

The Babraham Institute is a successful and rapidly expanding research institute and, to meet the requirements of an ever growing Campus is constantly striving towards best practice using the principles of sustainable growth and development in all it does.

To this end, the Institute is committed to the implementation of a "Green Transport" strategy to try and reduce the growth in numbers of single occupancy car journeys, and reduce the number of car parking spaces on site. This is the Babraham Travel for Work Plan and has been developed in conjunction with South Cambridgeshire District Council and the Travel for Work Partnership as a condition of the present and future development of the Campus. It is also a key part of our policy to be a "good neighbour" to Babraham Village.

The Plan is not "nil-car" – we realise that in some cases single car occupancy is the only option – but in many cases there are alternatives, and we hope not only to raise awareness of the choices available to all our staff and students, but to actively encourage them to be flexible and choose different methods of travel appropriate to their daily working pattern and domestic arrangements. We also hope at the same time to promote the health and well being of all members of the Institute.

The Babraham Travel for Work Plan is fully supported by senior management, who have already made a demonstrable commitment by enrolling the Institute as a full member of the Cambridgeshire Travel for Work Partnership, and facilitating membership of CamShare car sharing network scheme. They have also appointed a Green Transport coordinator.

Professor Michael Wakelam

Use this section to set the context for the travel plan; why is it being developed?
Use the following to give you ideas for the content of this section.

State at some stage in this section that you have joined the Cambridgeshire Travel for Work Partnership's employer network for professional guidance on writing your travel plan and help with maintenance, monitoring and reassessment thereafter.

1.1 What is a Travel Plan?

In basic terms a travel plan is a package of measures aimed at promoting walking and cycling, and reducing car use, especially drive alone.

1.2 Reason for Travel Plan at [organisation name]

Some beneficial reasons could include some or all of the following.

Organisational Reasons:

- planning application
- expansion
- re-location or to resolve specific issues such as car park problems
- manage existing infrastructure
- reduce congestion and CO2 emissions
- health and fitness of the workforce, improving staff retention & recruitment, lower absenteeism
- increasing capacity of the car park and reduce parking costs
- environmental benefits through reducing congestion and pollution
- link with existing organisational policies such as environmental management systems, HR travel policy, corporate social responsibility policy
- improving the productivity of the organisation
- improve customer experience
- reduce business travel costs
- corporate social responsibility – removing the need to fly park in the neighbourhood

Employee Reasons:

- reduce commute stress and travel cost
- supports healthier lifestyles
- reduce journey times
- improve travel choice and increase equity/fairness

Local Authority Policy:

If you are writing your plan because of a planning condition you may wish to include supporting travel plan statements by local authorities located within Cambridgeshire, to give local reasons for your pan. See statements supplied by Cambridgeshire County Council and the District Authorities available on our website http://www.tfw.org.uk/plans.php

1.3 What is the scope and intended coverage of the travel plan?

- A single travel plan report for multiple sites/single site;
- Does the travel plan cover staff travelling to work and on business; deliveries, visitors, clients (students/patients), fleet vehicles?
- Over what time frame does the plan cover e.g. 1 year, 3 years, 5 years? The longer the plan, all the better for tying in with other strategies such as the corporate plan.
- Who will be reading it? Your audience is very important. Is it solely a management tool or will staff be reading it? If not, will the information in it be summarised in a staff brief or similar document?

Example—Scope of College Travel Plan

Taken from College of West Anglia Travel Plan 2010

The scope of the travel plan covers:

- Travel to and from the college
- Business mileage and fleet vehicles
- Students
- Staff
- Visitors

This travel plan sets out the college's approach to travel over the period of 5 years from the occupation of the new building (expected to be November 2010) and relates this to its Tennyson Avenue, King's Lynn campus. The college recognises the need to produce an over arching corporate travel plan that relates to all its campuses; this Plan relating to its main campus, is a forerunner and ultimately a component of a Corporate travel plan.

Photos above of King's Lynn campus. "As the campus redevelops, cycle parking will be provided for students, staff and visitors. Additionally on-campus cycle route access will be provided to ensure enhanced safety and access for all."

This section will describe who is responsible for each aspect of travel plan development, how you have produced the plan and who has done/is doing what. It is important to have staff representatives involved in a steering group to assist a dedicated travel plan co-ordinator in driving the plan forward.

It will also highlight the person(s) who will be responsible for the actions in the action plan (see Section 7).

2.1 Travel Plan Co-ordinator

At the outset your organisation will have to identify someone who will lead on the writing and implementation of the travel plan.

Give details of the travel plan co-ordinator — name department, qualify role in the travel plan process such as facilitator or manager with reporting function. This person will either have the authority to make decisions themselves or have the direct support of a senior manager who can facilitate decision making. The person appointed will need to have

- Support from senior management
- Access to other support (eg IT, finance, admin)
- A sense of humour and potentially a thick skin!
- A good communicator
- Have authority to move forward aspects of the plan that cross departmental boundaries

Ideally a full-time co-ordinator is appointed, otherwise this role is added to an existing post. If a number of local employers are all developing travel plans in an area cluster or on a business park, you could share the travel plan co-ordinator post. In any case job descriptions should allow appropriate time for this work – particularly important over the first 12 – 18 months.
There may also be a need to spend some money (see Section 8 Financial Issues).

2.2 Steering Group

The co-ordinator will need help and support.

Decisions about targets and actions within a travel plan will need to be made through a number of committees or just one group. A decision making group may be a steering group; implementation group (made up of staff volunteers interested in the area); or a pre-existing group that could be adapted to perform this function such as an environmental or sustainability group.

Decisions from these groups are either ratified by management with a budget or reported to an area management group. An area management group is where transport/travel would be one of a number of items for discussion, it may include staff from other key departments such as Finance and HR, and be the ultimate decision making body.

2.0 Roles and Responsibilities

This section should include the names and titles of Steering Group members, Finance, HR, Estates, Unions, Workforce, Management.

The role of the travel plan group should be clarified such as:

- Oversee the direction, and funding of the travel plan
- Provide access to support (eg. IT and admin support)
- Consider setting up working groups to look at particular initiatives (e.g. car park management; promoting cycling etc)
- Consider setting up networks with local organisations and employers
- How frequently future steering group meetings will be held
- Who is responsible for organising the meetings
- List all roles of who have contributed to or been consulted on the Travel Plan (or include in an Appendix)
- Refer to Public Transport operators, neighbours, local authority and Cambridgeshire Travel for Work Partnership
- Personnel and Union representative on the group to oversee any changes in working conditions that maybe necessary.

Example—Travel Plan Co-ordinator Success

The Wellcome Trust Genome Campus received a national travel award for being "inspiring examples of innovation and action" in promoting environmentally friendly commuting and business travel. The Green Travel Plan (GTP) is headed by Dawn Wise (Facilities Manager). Dawn is continually thinking of new ways that can be tried to actively encourage staff to think green and use alternative means of travelling to and from work. Dawn's passion to promote sustainable travel has seen the Campus use of Single Occupancy Vehicles (SOV) reduce yet again, helping to meet the challenges set out in the Section 106 Targets. Over the past eight years Dawn has vigorously managed to change the way staff see the GTP, this wouldn't have been possible if it wasn't for the added help and support of the Campus Senior Management. The GTP is a key element within the Campus Environmental Policy. Green Travel is also a key element of the Campus annual environmental objectives that are displayed across Campus.
The GTP is a live document and with the improvements and continuous efforts that Dawn has pushed for.

Dawn Wise TP Co-ordinator Wellcome Trust Genome Campus Hinxton (pictured furthest right) receives NBTN Regional Sustainable Travel Award (Commended) 2010

This section should be a review of your workplace, a 'where you are now'. Identify key problems and opportunities—take care to identify 'quick wins' and 'missing links' which could help build your business case. Incorporate travel related organisational policies and initiatives.

3.1 Organisation background

History, nature of business, workforce size, location, description of on-site activities. Are you part of a larger national or international group? Does the organisational activity have implications for travel e.g. deliveries?

3.2 Development plans

3.2.1 Organisation

Discuss any future development plans that may have an impact on the travel plan – expansion of site(s), growth of workforce, different work activities, relocation to another site(s), identify how any local transport initiatives may affect the site (TfW could help with this)

3.2.2 Other

Local non-organisation transport developments (additional bus or train services, infrastructure improvements for walkers and cyclists - TfW can help you identify if there are any improvements planned).

Local development such as construction of neighbouring properties (potential to work together), or adjacent tenants? Do they have travel plans or interested in developing one?

Example—Improve Access and Attract Tenant Employers

Science Park 'Granta Park' is in a rural location 7 miles south of Cambridge. As part of S106 planning agreement developers MEPC have promoted alternative transport to single occupier car to their site. One of many solutions is providing a commuter shuttle bus connecting to rail stations and local communities.

Granta Park bus provides shopping and social trips in the lunch hour. The commuter bus does not compete with local bus services. It will pick up the majority of the central Cambridge residents and those that have a train link to either Cambridge or Whittlesford train stations. Whilst the route of the Stagecoach 13 bus service will pick up the majority of Haverhill residents and some of the villages close to the Park.

3.3 Existing organisation initiatives/policies that can impact the travel plan

Note here relevant current policies that may positively or negatively affect the promotion of travel choice!

POLICY

Organisation—
- flexible working
- car park policy and how you allocate car parking passes
- environmental management system/ISO 14001 or similar

Site—
- Section 106 planning permission requiring a travel plan

INITIATIVES

Organisation—
- employee benefits—loans and subsidies - pool bikes, pool cars, cycle to work scheme, train season tickets, cycle shop discounts etc, lease/company car scheme (more detail under 3.4 Business Travel below),

Local—
- events (eg annual Bike Week in June)
- membership (TfW, www.CamShare.co.uk—car share matching service)
- Bikeability—adult cycle training contact 0345 045 5212
- Local Authority may supply free cycle maps, walking routes and rights of way maps
- Transport operators provide free advice, bus and train timetables and service maps

Example—Travel Planning as part of ISO14001

More and more organisations are committed to improving their environmental performance as a result of shareholder pressure, customer pressure or enlightened senior management. Many such companies seek to achieve certification under the ISO14001 environmental management standard. ISO14001 does not itself specify environmental standards, rather it aims for continuous improvement in environmental performance, and insists that a robust management system is put in place to oversee this process. A major focus of environmental performance is global warming emissions, which for many companies will include a substantial proportion from vehicle use, particularly if journeys to work are included, as they should be. A travel plan can make a strong contribution to achieving emissions reductions required under an ISO14001 standard. Equally, ISO14001 can be a useful way to help ensure that a travel plan is kept on course. For example, at The Wellcome Genome Campus, the travel plan for their Campus south of Cambridge enabled the company to exceed its initial ISO14001 accreditation targets. An overall aim for the travel plan is set as part of the yearly ISO14001 review process.

“Further to the ISO 14001 accreditation that was achieved during July 2009. During March & July 2010 the Campus underwent its ISO 14001 inspections with NQA who are the certification external body. The assessor was extremely pleased with the progress that has been made in relation to the GTP, once again which is very reassuring for the Campus and demonstrates continued commitment to environmental initiatives.” NQA Assessors comments from NQA report 2010.

3.4 Business Travel

You will have indicated in 1.3 if your travel plan will consider Business Travel. Looking at business travel can complement and benefit your efforts on commuter travel. Some organisations discover that they can create significant financial and environmental gains by reconsidering how they organise business travel.
Include the following as required:-

- Describe current arrangements for business travel. Are current policies likely to discourage consideration of alternatives to the car for travel on business?
- Analyse business travel needs of your organisation
- Does the nature of your business have any particular influence on the generation of travel?
- Analyse current business travel data – including costs/mileage/mode of transport
- Include information on any policies for example: policies for pool cars or pool bikes, travel to other sites, use of own vehicles for business, business mileage rates – and costs to the organisation, driver training.
- Lease/company car scheme
- Establish possible changes to current policies
- Do you have video or web based conferencing or could you share with neighbours?
- Do you have audio conferencing?

Example—
CEO's car share

Senior managers who champion sustainable travel options provide good promotional material. To celebrate 'CamShare Week' (4th – 8th October 2010), Chief Executives Alex Plant (Cambridgeshire Horizons) and Antoinette Jackson (Cambridge City Council) pledged to car share for the campaign.

Senior managers find car sharing a useful opportunity for informal discussion as well as being a more sustainable travel option.

www.camshare.co.uk

CEOs Alex Plant & Antoinette Jackson, regular car sharers travelling to their meeting at Cambridgeshire County Council

This section will identify existing travel patterns and opportunities for change.

Use this section to look at what actions you can take to improve employee/visitor choice for travel to your site. Staff consultations allow you to explore preferences and choices – the willingness of colleagues to try alternative modes may influence the type of measures you seek to employ.

4.1 Site(s) Assessment

Confirm sites to be included in travel plan and consider completing a **'site survey sheet'** available as Appendix D and on our website (http://www.tfw.org.uk/tp-what.php#TravelPlan) for each site.

Do the site(s) have different issues? If this is significant it may be worth doing an 'umbrella' plan that has overarching policies for the organisation and site specific travel plans which refer to the 'umbrella' plan – discuss with TfW

- Does the nature of your business generate significant visitors or customers?
- Are there any activities before and after standard opening hours?
- How is this traffic accommodated?
- What information do you provide about how to access your site (some visitors may wish to cycle or use the bus)
- Amount of 'fly parking' by staff and/or visitors on and off-site?

4.2 Location (Site Access)

Describe the following:

- off-site facilities referring to completed '**site survey sheet'** (such as bus services to the site, park & ride, cycle lanes, walking routes leading to the site), including potential barriers to promoting sustainable travel
- Consider also producing the following map showing locality (see Appendix B) with commentary showing location of bus stops, access by cycle routes, walking etc. *
- The number of bus services and any timetable issues
- How nature of organisation's business affects travel to/from site e.g. weekend/out of hours working
- Number and type of persons accessing the site(s) other than staff e.g. visitors, customers, contractors etc

4.3 Facilities (on site)

Describe on-site facilities referring to completed '**site survey sheet'.**

- Current car park management policy (a very important aspect of any travel plan)
- Accessible (disabled) toilets (these can double as changing/washing rooms for cyclists)
- A plan of the site (See Appendix A) including location of car sharing bays, access by cycle and walking, local bus stops etc. *
- Description of access to site by all modes of travel

* maps could be combined.

4.4 Survey

To develop an effective travel plan it is imperative to know how your staff are currently travelling to work. The Essential Guide to Travel Planning (see introduction) has much good advice on how to conduct surveys and questions to ask.

Example—TfW Survey

TfW can help with an on-line survey based on our annual survey form.

This will give you comprehensive information of the current modes of transport and average distance travelled etc. (See Appendix D for an example of our survey questionnaire).

The annual survey questions are set by us but if you order a bespoke travel to work survey you have the opportunity to ask two or more of your own questions.

4.5 Survey Method

The scale of survey should suit the size of organisation and an on-line survey form maybe too much for 50 staff. Hard copies of survey forms could be used instead, especially useful for staff without access to the internet.

You should explain how your data was collected. Include details on number of forms issued, on-line/hard copy, number returned and percentage of survey population etc. Also how was it communicated to staff.

4.6 Survey Results - Current modes of transport to work

You could include the full survey report as an appendix and include the important results that have helped you develop your travel plan. Ideally survey results should be tabulated with percentages and numbers (for example, 20% of commuting journeys made by car on a site with 100 people is a much smaller number of journeys than 20% in an organisation with 1,500 employees).

For credibility it is also important to highlight the percentage plus number of staff participating.

It may be beneficial to establish how your employees would like to travel to the site, and what is preventing them from choosing a different mode. Measures can then be included to try and address this difficulty. There is an online survey facility available which you can bespoke easily called ‘survey monkey’ see www.surveymonkey.com

An example of how to show your results is set out on page 11.

How people currently travel

If more than one site show results for each site

Mode of Travel	Number of trips	Percentage
Walk	3	3%
Cycle	7	7%
Car	74	74%
Car Share	10	10%
Public Transport	4	4%
Other	2	2%

How people would prefer to travel

Mode of Travel	Number of trips	Percentage
Walk	5	5%
Cycle	28	28%
Car	40	40%
Car Share	16	16%
Public Transport	9	9%
Other	2	2%

4.7 Mapping

To show on a map where your employees live is a very powerful visual aid. It is effective in helping to guide which initiatives will have the best chance of success. For example you may find clusters of employees who could access a direct bus service to your site. Alternatively different clusters of employees could be encouraged to car share.

TfW provides a service to produce such maps—see appendix C – so do contact us. Our three maps show the percentage of staff that live within a 1 and 5 miles radius to reflect the potential who can walk (1 mile) and cycle (5 miles) to work. There is a 40 mile radius map and beyond showing virtually all postcodes with a percentage breakdown of employees living 5-10 miles, 20 -20 and 20-40 miles and more. Our ordnance survey maps also include rights of way for walkers and cyclists, bus stops, bus routes and services, and train stations.

Your HR department should be able to supply TfW with a table of employees' home postcodes (in excel). Any information provided and presented must abide by data protection regulations; for example postcode information will need to have the last character removed so it cannot be used to identify individuals. TfW will provide you with a mapping 'agreement' to sign when placing your order and there is currently a cost of £170 for all three maps.

You may prefer to include the mapping as an appendix.

Using results from the surveys as evidence will help form the basis of the Travel Plan objectives, actions and targets.

4.8 Analysis

The outcome of the work in sections 1, 2, 3 and 4 supports and informs decision making in the preparation of the Travel Plan. It is important that the identified measures and targets use the information from the audit and surveys. Use this section to comment on the findings of:

- the travel survey
- the site survey and mapping
- the review of HR policies

Also discuss any issues raised through the consultation (perhaps through focus groups) – for example were there issues of safety or specific areas of concern? Think about the following:

- What are the key issues that need to be overcome?
- Do the results point to any particular problems that need to be addressed?

It may be useful to compare your organisation's results to national and regional data to help set achievable and realistic targets. Ask TfW for advice on this as regional and national data is given in TfW's annual October travel to work survey.

4.9 Staff Involvement

Having consulted staff through conducting a travel to work survey, meetings or events, it is important to involve them further within the decision process through a steering group or focus groups. Then inform staff of developments by newsletter etc.

Example - Staff help Tackle Congestion in Cambridge!

Extract from Anglia Ruskin University 'Sustainability & Environmental Management' magazine Spring/Summer 2009

As part of our Travel plan and our aim to promote sustainable travel to our University a travel survey was carried out in October 2008 to find out how staff based at our Cambridge campus travel to work. The response rate to the survey was an all time high with 30% of Cambridge staff completing the survey. The results show that the proportion of staff driving alone has decreased from 24% to 14% since the last survey which was carried out in 2006. Cycling (which is still the most popular mode of travel), walking and travelling by bus have all increased. Recognition of the travel plan is still low with 63% of respondents stating they are not aware of our Travel Plan. The majority of car drivers live over 10 km (6 miles) from the campus however 17% travel less than 5km (3 miles). Car sharing is still quite low at 6% and our car sharing scheme may encourage staff to search for other colleagues to share journeys into Cambridge. Our total CO2 emissions for the week amounted to 1987.4 kg, of which travelling by car was the largest contributor at 1436.9 kg which amounted to 72% of the overall emissions. Over a 48-week year this would mean that 95376 kg (95 tonnes) of CO2 is emitted which is enough to fill 570 double decker buses or 53 hot air balloons! We would like to thank everyone who completed the survey and the prize draw winners are;
1st Prize £50 Debenhams voucher **2nd Prize** £25 Marks & Spencer voucher
3rd Prize £10 WH Smith Voucher.

Your organisation will want to set outcome objectives that help resolve the key issues raised in Section 1.2. The key outcome of a travel plan should generally be to:

- **Reduce the number of single occupant drivers to the site**
- **Increase alternative modes of transport to the car**

Other related outcomes may well flow from these overriding objectives.

It is worth remembering, however, that the over-arching aim of any travel plan (whether stated explicitly or not) is:

'To reduce the number of cars arriving at the site'

The evidence accumulated in Section 4 will inspire the setting of appropriate and achievable objectives. The objectives set out here will provide focus and direction for the travel plan. From the objectives you will set **Targets** and an **Action Plan** to achieve them.

The objectives state what you want to achieve by implementing the travel initiatives. You should concentrate on the primary reasons that inspired you to write the plan. You may like to prioritise the objectives. Examples of travel plan objectives:

- To reduce the number of single occupancy drivers arriving at the site
- To improve choice of transport modes available to employees travelling to work
- To decrease the total greenhouse gas emissions generated by the business
- To promote a healthy workforce
- To reduce pressure on the company car park
- To reduce the numbers staff parking on residential streets

Example—Aims and Objectives—Cambridge City Council

The overarching aims of the City Council's Employee Travel Plan are to:

- Improve the quality of life and reduce the financial burden for employees arising from the need to travel to and for work.
- Promote a healthy workforce.
- Reduce the Council's contribution to congestion in and around the City.
- Reduce the environmental impact arising from the Council's travel needs.
- Demonstrate community leadership in the field of travel.

To help achieve these aims, five key objectives have been identified as priorities:

1. Improve the choice of transport modes available to employees travelling to/from and within work.
2. Provide opportunities to reduce the duration/frequency of employees' commuting time.
3. Provide incentives for greater use of sustainable transport.
4. Raise awareness of the health and environmental benefits of using sustainable travel.
5. Promote and monitor the success of the Employee Travel Plan to all staff, present and future.

To give momentum to achieving your objectives you should set targets.

Targets can be set on a number of activities. Targets should be challenging, but realistic. They should have a deadline that should aim to reach fruition in the short and longer terms.

Targets should be *SMART*
Specific **M**easurable **A**chievable **R**ealistic **T**ime-Bound

It may be helpful to set out the objectives, actions, the deadlines and the targets in one table. An example of how this could be done can be seen below. Also explain why the targets are deemed achievable.

Objective	Activities	Targets & Timescale			
		Oct 10 baseline	Oct 11 target	Oct 12 target	Oct 13 target
Reduce drive alone commuting	1. Increase journeys to site by walking	28.3%	29%	30%	31%
	2. Increase journeys to site by cycling	31.7%	33%	34%	35%
	3. Reduce journeys to site by car	65%	60%	57%	55%

Key Point—The TfW Annual Travel Survey takes place in early October – it is useful to use this month for monitoring purposes

Example—Taken from Cambridge City Council's Travel Plan 2008

Tabled right is a detailed programme of targets to improve the use of sustainable travel to, from and within work by City Council employees:

These targets are based on data from the annual Cambridgeshire Travel for Work Survey.

The data relates to the longest part of the journey to work only, (e.g. for an employee who commutes by car and Park & Ride, the Survey is likely to only collect data in respect of the "car" element of their commute).

Mode	Target	2007 Survey %	Target 2008 %	Target 2009 %	Target 2010 %
Car – single occupancy	• To reduce journeys to work by car	38	32	26	20
Car – with one or more passenger	• To increase the amount of car sharing	7	10	12	14
Walk	• To encourage more walking	8.4	9	10	10
Cycle	• To increase cycle use at buildings where it is currently below average and maintain a high level of use at all locations	21.3	23	25	25
Public transport	• To increase public transport use, particularly bus	18.9	22	24	25
Telework	• To increase the number of days staff work from non Council buildings	2.6	3	4	4

Actions will be set that help your organisation achieve its objectives and meet targets set in Sections 5 and 6.

Mode Actions You will want to establish actions to promote healthy and sustainable modes of travel to work.

Marketing, promotion and communication (regular and ad hoc) actions should be included within this section. Commitment to a long term communication effort is necessary to bring about the cultural change and behaviour shift that your travel plan aims for. (See the Essentials Guide Section 6 'Marketing your travel plan' page 21 for more ideas on this.)

- Consider branding the travel plan so that staff can see all initiatives and information and messages are linked to the travel plan
- How do clients find your business location—do you need to include a travel page on your website and literature?
- Launch travel plan to raise staff awareness of the plan
- Marketing campaign – new campaigns will be needed to refresh and revitalise your plan
- Promotional events, incentives, special offers and prizes, photo opportunities and newsworthy awards for press releases and internal magazines.

Examples of all the above can be found on our website www.tfw.org.uk/plans.php and some within this document at pages— iii, 5, 6, 7, 8, 12, 18.
'Example Events & Incentives' and within DfT's "The Essential Guide to Travel Planning".

List **actions** that are being taken/will be taken then list in table format with

- **dates** for completion – or dates completed if appropriate
- **who** will undertake the actions
- **how much** resource will each action cost (time and money)
- **where** will the resource come from

Actions should be set out in a table, similar to the one below.

Objective	Target indicator	Actions	Date Implemented
Reduce drive alone commuting	Increase journeys to site by walking	Give away pedometers emphasise health benefits	March 20XX
	Increase journeys to site by cycling	Renew bike sheds	Feb 20XX
		Distribute maps of local cycle routes	April 20XX

You may then wish to break down the actions with early implementation dates.

Example—Bicycle stands and cover

Royal Society of Chemistry

TfW match funded grant helped to provide facility. Bob Shimmens, Building and Facilities Manager at the RSC said "The grant allowed us to put in some good quality stands and attractive covers which have helped enhance our main entrance. Additional stands were urgently needed as we have more staff cycling into work and our existing provision had become inadequate."

Example—Cambourne Business Park Bus Maps

To meet their target indicator to increase journeys to site by public bus, the Business Park agreed an action to commission maps showing bus routes and timetable information on how to get to Cambourne. An independent design company was commissioned to design the maps, same designer Stagecoach use, one of the maps is shown below.

Regular bus promotion by Park Travel Plan Co-ordinator, Lesley Scobell, has increased awareness of bus services and use by staff at the Park.

The maps are available to download from the Business Park website and copies were given to all occupying companies to distribute as required. The map is kept up to date with any changes made to the services. Occupying companies have been encouraged to send copies of the maps to people applying for jobs and to visitors as well as existing members of staff.

In addition a plan showing the location of bus stops in Cambourne has been produced to help people locate the appropriate place to wait for the bus.

Links to the timetables of all buses serving Cambourne are also available on the website as is a link to the real time bus information for the Business Park Bus Stop. The link to the real time Bus information board for the Business Park Bus stop was emailed to every employee on the park. It is evident through the TfW staff survey that more people have been catching the public bus to Cambourne Business Park, rising from 4.9% in 2007 to 7.5% in October 2008.

Cambourne Business Park press release extract

Some eggstremely good news …

From Easter Sunday onwards the citi 4 service will be extended to run every hour from Cambourne to Eltisley and St Neots, including to the rail station.

On Thursday 9th April, to celebrate improvements the Easter Bunny will visit the Business Park with a free Easter egg for everyone travelling to work by bus.

Full details of the new timetables are available at our website www.cambournebusinesspark.co.uk/travel

There will be some costs associated with setting up and maintaining the travel plan – but these need not be large. It is important, however, to identify where funding is needed and where it is likely to come from.

The travel plan process and the initiatives produced will require resources to ensure success. Where will these resources come from? If a travel plan co-ordinator is appointed, set out where the funds are coming from for this post.

The action tables in Section 7 will have identified the resources needed to implement each action. It may be possible to obtain funding for certain measures from external sources, such as the Take A Stand Scheme for cycle parking improvements (ask TfW).

- Set out all the financial implications of the travel plan
- State the overall expected expenditure – this will be based on the resources required to implement and meet the targets in Section 6
- State the source of finance, for example;
  - Facilities budget
  - Human Resources budget
  - Grant from a public body
- State any expected income from travel plan initiatives and where this income would be spent

Resources should be set out in a table commenced in Section 7, similar to the one below.

Objective	Target indicator	Actions	Date Implemented	Responsibility	Resources Required
Reduce drive alone commuting	Increase journeys to site by walking	Give away pedometers emphasise health benefits	March 20XX	Travel Plan Co-ordinator	Time/cost
	Increase journeys to site by cycling	Renew bike sheds	Feb 20XX	Estates	Time/cost
		Distribute maps of local cycle routes	April 20XX	Travel Plan Co -ordinator	Time/cost

You may then wish to show the officer or department responsible.

Income

You may decide to raise income from the car park, for example. If you do, it is good practice to ring fence this income to plough back into initiatives to support other modes of transport (see the Essentials Guide pages 12 and 45 ‘Charging for parking’ for more ideas on this).

You will want to know if your efforts have produced any results. And if your travel plan is to help achieve planning consent the Local Authority planners will want to know if your targets have been reached.

The organisation management will want to know if the resource they have invested has paid off.

9.1 Monitoring

You should aim to monitor progress ideally every 12 months (although some organisations will do this every 24 months). If your travel plan is for planning consent you will have to do this every year.

Identify how you will test the effectiveness of your travel plan; what will be the indicators of success? Ideally we suggest a yearly short monitoring report.

You will need to:

- State who is responsible for producing the monitoring report
- Who will be responsible for collecting the information needed?
- What information is to be collected? This will relate directly to the targets you have set.
- Liaise with TfW on production of an annual monitoring report
- State who the report will be presented to (e.g. board of directors; local authority, TfW)
- State how report will be presented to shareholders if appropriate
- State how often the travel plan will be reviewed and new targets set as appropriate

Key Point—A Travel Plan is an ongoing strategy not a one-off fix
The travel plan review should consider additional travel needs arising from new developments and transport provision and that the travel plan will be revised as necessary to take account of these.

- It will include quantitative information (e.g. % increase in cycling/walking) as well as qualitative information (change in perceptions about safety/ health/ built environment)
- Travel plan monitoring will allow you to revise the summary of the travel plan to show movement towards targets (and reasons for adjusted targets)

9.2 Evaluation

You will use the monitoring information to evaluate the success of your initiatives.

(Below is an example of a summary table that could be used in this section).

Monitoring & Evaluation Table (example)

Example—Travel Plan Co-ordinators receive their Awards at the Cambridgeshire & Peterborough Travel Plan Awards held January 2011

More than 20 organisations were rewarded for their pioneering environmentally-friendly commuting initiatives at the sixth annual Cambridgeshire and Peterborough Workplace Travel Plan Awards. The Awards are held annually by the Cambridgeshire Travel for Work Partnership (TfW) and Peterborough City Council's Travelchoice team.
For more information see TfW website at www.tfw.org.uk/services.php#TPAwards

Sitemap

Cambridge University Hospitals NHS
NHS Foundation Trust

Key

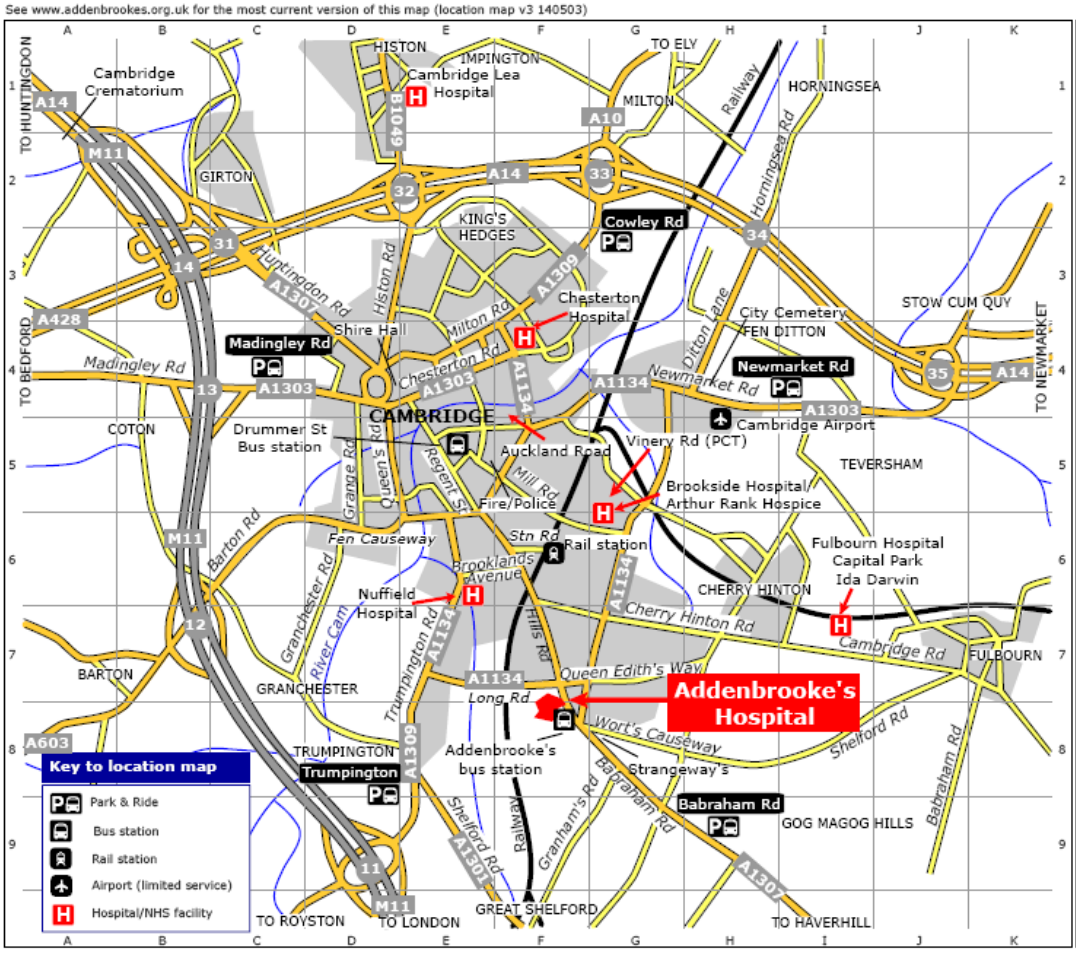
- Main entrances
- Car park
- One way only
- Cycle/pedestrian access
- Bus stop
- Bicyde parking
- Motor cycle parking
- or Disabled parking spaces
- Addenbrooke's Courtesy Bus stops

Abbreviations

ACCI	Addenbrooke's Centre for Clinical Investigation
ATC	Addenbrooke's Treatment Centre
CRUK	Cancer Research UK
GSK	GlaxoSmithKline
IMS	Institute of Metabolic Science
MRC	Medical Research Council
MRIS	Magnetic Resonance Imaging and Spectroscopy

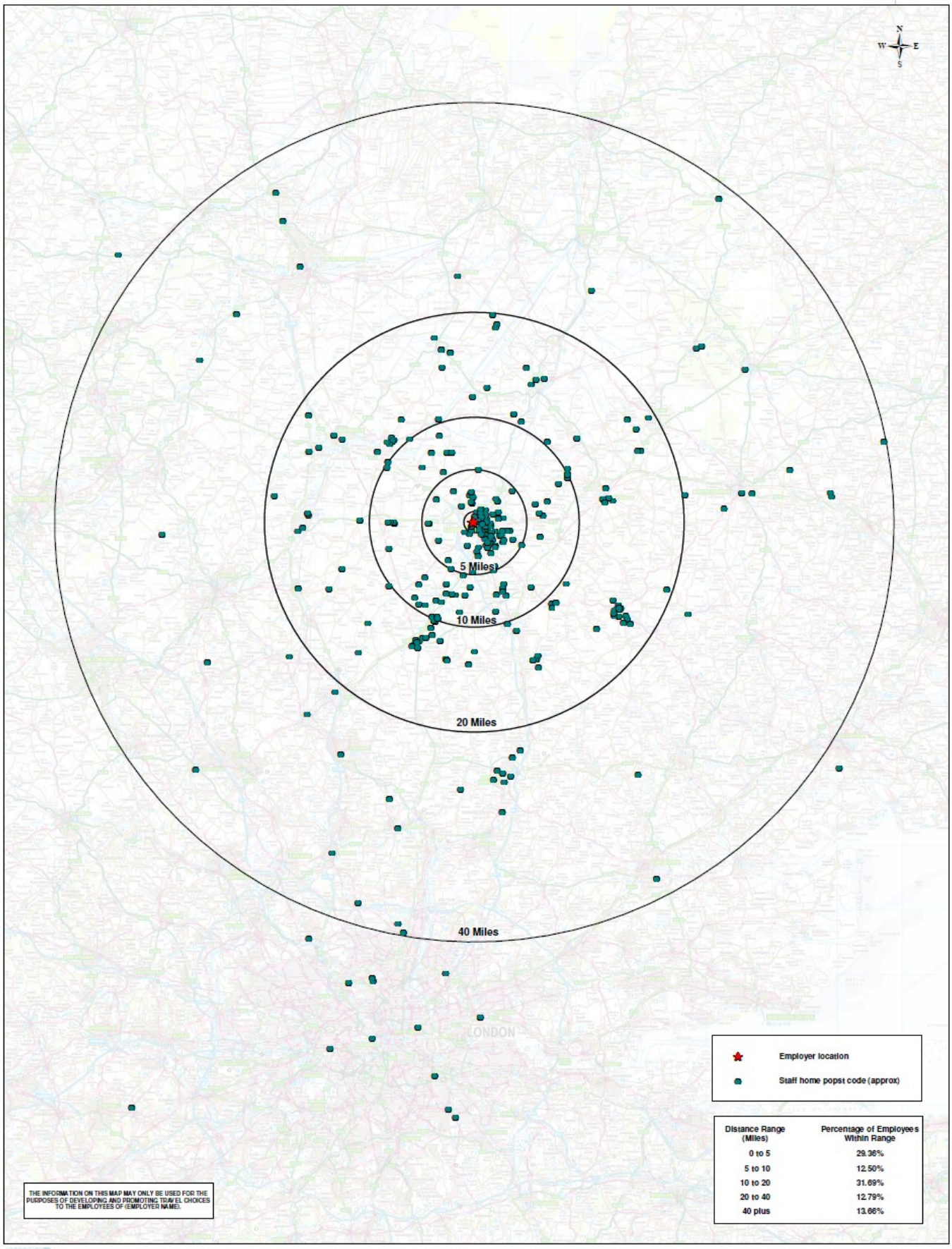
Addenbrooke's Hospital | Rosie Hospital

Location of Site



Travel For Work Sample Map

Cambridgeshire County Council



Distance Range (Miles)	Percentage of Employees Within Range
0 to 5	29.36%
5 to 10	12.50%
10 to 20	31.69%
20 to 40	12.79%
40 plus	13.66%

THE INFORMATION ON THIS MAP MAY ONLY BE USED FOR THE PURPOSES OF DEVELOPING AND PROMOTING TD&W EL CHOICES TO THE EMPLOYEES OF (EMPLOYER NAME).

TRAVEL FOR WORK

Travel for Work, working in partnership with Cambridgeshire County Council.

Title: TFW Project

Date: 24/02/2010
Drg.No.:Map 1 Scale: 1:250000

Based upon Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes copyright and may lead to prosecution. 100023205 2010

EMPLOYERS LOGO

Saturday 9th October 2010 to Friday 15th October 2010

Thank you for taking part in this year's survey. The survey has been organised for ***xxxxxxxx*** by the *Travel for Work Partnership* and *Cambridgeshire County Council*.
The form below should take only 2-3 minutes complete and the information you supply is confidential. Please complete and return to ***???*** **by Friday 22nd October 2010???.**

Please tick (ü) your gender and age.											
Gender:							Male		Female		
Age:											
Below 25		25 to 34		35 to 44		45 to 54		55 to 64		65 and above	

What is your full home postcode?	
What is your full work postcode?	
What is the name of the organisation that you work for?	

Please delete or indicate as appropriate:

On a normal day what is the ***duration of your commute*** to work? 20 mins or less	
21 to 40 mins	
41 to 60 mins	
61 to 90 mins	
91+ mins	

Over the seven days of the survey (see above) did you use **Park and Ride Bus** (including the Uni4 and the H1) as part of your journey to work?	**Yes/ No**

Over the seven days of the survey did you use **Park and Cycle** (at the Park & Ride Sites or the University's West Cambridge site) as part of your journey to work?	**Yes/ No**

Does your employer have a ***workplace travel plan***?	**Yes/ No/** **Don't Know**

Do you know who in your organisation to contact for information on travel issues?	**Yes/ No**

Your journeys - We would like to know about the journeys that you made ***to*** work for the week:
Saturday 9th October 2010 to Friday 15th October 2010

We are interested in the **longest** part of each journey only (by distance travelled)

Please tick ***one box*** per day

Saturday 9th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	
Sunday 10th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	
Monday 11th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	
Tuesday 12th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	
Wednesday 13th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	
Thursday 14th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	
Friday 15th Oct	Walk		Public Bus		Drive on your own		Worked at another workplace	
	Cycle		Company Staff Bus		Car share (either as a driver or a passenger)			
	Motorbike		Train		Worked at home		Not at work on this day	

Please use the box below ask a question or make a comment about your commute to work.

If your employer has organised a ***Prize Draw*** and you would like to be included, please write your details below to allow us to contact you if you should be a lucky winner	
Please enter your name:	
Please enter your work email address *or* telephone number:	

In compliance with The Data Protection Act 1998 *all personal information you provide will be held by the* Travel for Work Partnership *and* Cambridgeshire County Council. *It will only be used for the purposes of the survey and any employer prize draw. We will not pass this information to any third party.*

For more detailed advice do consult the excellent
Department for Transport's

The Essential Guide to Travel Planning

ISBN 978 1 904763 92 5
DfT Publications tel: 0300 123 1102

Cambridgeshire Travel for Work Partnership (TfW) can provide:

- Diagnostic visits to assess your travel challenges and opportunities for your organisation.
- Employee home postcode mapping service to help you to identify travel initiatives.
- A 'benchmarking travel survey' of how your staff are currently travelling to work.
- A free annual travel survey (via the internet or hard copy) of how your staff travel to work.
- Template Travel Plans and Guidance – to make the process as easy as possible.
- Professional support to help you develop and implement your travel plan.
- Access to CamShare, our web-based car sharing facility – www.camshare.co.uk
- Information and advice on promoting and supporting public transport, cycling and walking.
- Support on cycling issues, such as setting up Bicycle User Groups (BUGs)
- Cycle Shop Discounts. Significant cycle, equipment and maintenance discounts are available from many Cambridgeshire shops.
- Train season & bulk buy tickets 10% discount with First Capital Connect & National Express
- Adult Cycle Skills Training: this most effective scheme was developed by TfW and is now run by the County Council.
- Model Work-life Balance Policies – including flexible working, working from home etc. These can help reduce the need to travel.
- Networking with other employers and regional policy makers.
- Cambridgeshire and Peterborough Travel Plan Awards, a yearly award event for organisations developing travel plans.
- Free essential skills workshops to promote travel plan best practice and support employers developing travel plans.
- TfW information up-dates via monthly TfW newsletters and website www.tfw.org.uk

BY FOOT:

Walking for Health is run by Natural England and encourages people to enjoy their surrounding and get fit and healthy by walking
http://www.wfh.naturalengland.org.uk/

Walking Works Workplace posters

http://www.walkingworks.org.uk/walking-and-the-workplace/useful-resources

Walking Works http://www.walkingworks.org.uk/walk-to-work-week/

Walking Works on-line route planning advice

http://www.walkingworks.org.uk/walking-and-you/finding-your-way

Sustrans is the leading sustainable transport charity. They carry out practical projects to encourage people to walk, cycle and use public transport.

BY CYCLE:

Cycle Maps:
Cambridge Cycle Map (PDF)
Huntingdon Cycle Map (PDF)
Wisbech Cycle Map

Cycle Route Planners:
Cambridge Cycle Routes Wisbech Cycle Routes
Cycle Shop Discounts A4 information for full TfW member employers poster

Immobilise Posters:
If it is then lost or stolen, use Immobilise to tell law enforcement, your insurer, and the second-hand trade to assist in recovering your property and catch the thief. http://www.immobilise.com/

BY TRAIN:

Timetables available from Network Rail (Railtrack)
TfW full employers Train Season Ticket Information link to staff brief

BY BUS/COACH:

By bus from Cambridge: Bus timetables are available from Stagecoach or nationalexpress.com
Bus Route Maps (once on the County Council web site click on required map in left hand column)
Bus stop location by postcode
Real time bus information to your mobile phone

SHARING CAR JOURNEYS:

CamShare is Cambridgeshire's on-line car sharing tool for commuters and residents see www.camshare.co.uk/

Travel for Work

This is a Travel Plan for

Name of organisation

TfW – Helping Business Get There

Template revised April 2011

Contents

		Page
	Statement of support	2
1.0	**Introduction**	3
2.0	**Roles and Responsibilities**	4
3.0	**Organisation Review**	5
4.0	**Baseline Information & Consultation**	6
5.0	**Objectives**	7
6.0	**Targets**	8
7.0	**Actions**	9
8.0	**Financial Issues**	10
9.0	**Monitoring & Evaluation**	11

Appendices

Could include the following

A	**Plan of site**
B	**Location of site**
C	**Home postcode maps**
D	**Survey form**

Statement of Support

*See **TfW Travel Plan Guidelines** page 3*

1.0 Introduction

*See **TfW Travel Plan Guidelines** page 4*

1.1 What is a Travel Plan?

1.2 Reason for Travel Plan at [your organisation]

Organisational reasons:

Company/Organisational Policy context

1.3 Scope of the Travel Plan

2.0 Roles & Responsibilities

*See **TfW Travel Plan Guidelines** page 6*

2.1 Roles & Responsibilities

3.0 Organisation Review

*See **TfW Travel Plan Guidelines** page 8*

3.1 Organisation background

3.1.1 Development plans.

3.1.2 Existing initiatives that can help the travel plan

3.1.3 Business Travel

4.0 Baseline Information & Consultation

*See **TfW Travel Plan Guidelines** page 11*

4.1 Site(s) Assessment

4.1.1 Location (Site Access)

4.1.2 Facilities (on site)

4.2 Survey

4.2.1 Method

4.2.2 Results - Current modes of transport to work

4.3 Mapping

4.4 Analysis of survey and mapping

5.0 Objectives

*See **TfW Travel Plan Guidelines** page 15*

5.1 Objectives of [organisation] Travel Plan

Objective 1

Objective 2
etc...

6.0 Targets

*See **TfW Travel Plan Guidelines** page 16*

6.1 Targets of [organisation] Travel Plan

Target 1

Target 2

etc..

7.0 Actions

*See **TfW Travel Plan Guidelines** page 17*

7.1 Action Plan for [organisation] Travel Plan

8.0 Financial Issues

*See **TfW Travel Plan Guidelines** page 19*

8.1 Resources Table

9.0 Monitoring & Evaluation

*See **TfW Travel Plan Guidelines** page 20*

9.1 Monitoring

9.2 Evaluation

Appendix 4 - Travel for Cambridgeshire Travel for Work data

Travel to Work Survey Report 2015

produced for

University of Cambridge

by Travel for Cambridgeshire

Helping Cambridgeshire get there!

Contents

	Page
Introduction	2
The 2015 Survey	2
Modal Split Results 2015	3
TfC Analysis of Your 2015 Survey Results	4
Appendix A - Employer Results for 2015	8
Appendix B - 2015 Responses by Site	10
Appendix C - 2015 Site by Site Results	15

Introduction

This is the sixteenth annual Travel for Work survey in its online format. Based on employee responses, the survey provides you with a picture of the way your employees get to work.

The results are useful in monitoring the effect of your workplace travel initiatives. If you are in the early stages of looking at travel issues, these results will help you prioritise the actions to take and help set targets.

As a member of Travel for Cambridgeshire (TfC), formerly the Travel for Work Partnership, you currently receive this report free of charge. Further analysis of the survey is possible. Should you require this, TfC may need to charge for this work. Please contact us to discuss your requirements.

Please refer to the TfC Analysis section of the report, which details our interpretation of your results in light of the characteristics of your company; this section highlights what is going well and not so well and suggestions for future consideration. We will be in touch shortly to arrange a meeting to discuss your results and our analysis.

Detailed TfC results, compiled from the results of all 2015 participating companies, can be accessed by visiting the TfC website (www.tfw.org.uk/servicesSurvey.php).

The 2015 survey

We asked commuters about their journeys to work from Saturday 10th October to Friday 16th October 2015.

Please consider how you may use your results; to capitalise on any interest generated by the survey, we encourage you to share them with your employees wherever possible. You may notice that the Average distance by mode has changed slightly, this is due to an improved data collation process than previous year's surveys have allowed.

If you are writing a travel plan, it is a good idea to include this data in your plan, or update data contained within an existing plan. To support you, we have developed our own Travel Plan Template and Guidance documents for you to use as a basis for your Travel Plan (www.TfW.org.uk/plans.php).

You may also wish to use your results as part of your travel promotions, supporting specific travel initiatives.

Questions or Queries

If you have any questions or queries regarding your results or the survey in general please contact us:

Tel (01223) 715550
Email: info@tfw.org.uk

Modal Split Results 2015
(5 days – Monday 12th October to Friday 16h October 2015)

The following table compares your 2015 results to any previous data for your organisation, as well as the Travel for Work survey as a whole. If it is of interest, the most up to date regional and national travel to work survey figures are given with the TfC overall results, which can be found on the TfC website (www.tfw.org.uk/Survey%202015/Overall%20TfC_TPPlus%20High%20Level%20Report.pdf).

We have reported the five days, Monday to Friday, in this table.

Mode	*2003*	*2004*	*2005*	*2006*	*2007*	*2008*	*2009*	*2010*	*2011*	*2012*	*2013*	*2014*	***2015***	***All TfC & TP+ Employers 2015***
Bicycle	39.14%	37.55%	38.09%	41.94%	39.32%	39.97%	39.09%	40.30%	41.12%	40.88%	39.61 %	41.91%	**42.16%**	**25.19%**
Car Share	9.34%	10.38%	8.62%	7.61%	6.70%	7.73%	7.22%	8.13%	7.87%	7.04%	6.77%	7.67%	**8.03%**	**10.14%**
Drive (alone)	29.02%	27.22%	25.04%	23.34%	24.15%	22.12%	22.40%	23.19%	23.69%	24.23%	25.85 %	24.29%	**24.95%**	**40.46%**
Home working	n/a	0.97%	1.37%	1.29%	1.54%	1.85%	1.66%	1.03%	1.12%	1.36%	1.71%	0.90%	**1.66%**	**1.90%**
Motorbike	1.62%	1.29%	2.18%	1.21%	1.47%	1.90%	1.33%	1.03%	1.00%	1.08%	0.92%	0.83%	**1.06%**	**0.89%**
Other	n/a	0.50%	1.78%	0.37%	0.56%	0.32%	2.04%	0.15%	0.04%	0.05%	-	-	**-**	**-**
Other Workplace	n/a	1.37%	1.39%	1.11%	1.30%	1.64%	1.45%	1.32%	1.80%	1.51%	1.60%	0.39%	**-**	**-**
Public Bus	6.22%	8.01%	7.08%	9.97%	10.38%	8.71%	9.20%	8.76%	8.53%	8.10%	8.00%	8.05%	**6.09%**	**6.54%**
Staff Bus/Uni 4	0.06%	0.24%	0.18%	0.11%	0.07%	0.08%	0.01%	0.09%	0.03%	0.00%	0.12%	0.01%	**0.54%**	**1.51%**
Train	3.86%	3.80%	4.48%	4.47%	5.26%	5.57%	4.98%	6.56%	5.76%	6.06%	5.59%	5.77%	**5.86%**	**6.50%**
Walk	8.84%	8.66%	9.60%	8.75%	9.26%	10.11%	10.61%	9.43%	9.04%	9.70%	9.83%	10.18%	**9.65%**	**6.87%**
Number of one way trips	8,723	8,911	4,957	6,216	5,705	7,693	8,478	6,904	7,997	10,986	13104	9684	**13,173**	**11,821**
Participation	-			-	-	18%	20%	16%	18%	24%	29%	21%	**24%**	**26%**

The Saturday and Sunday results can be found in **Appendix A** which includes the full results for your employees.

TfC Analysis of your 2015 Survey Results

Comments contained in this section are specific to your company and are based on our interpretation of your 2015 survey results plus any background information provided by you previously.

NO OF STAFF /RESPONDENTS /PARTICIPATION:	The participation rate was good at 24%, whilst lower than the average of all participating TfC member employers in Cambridgeshire, this year the sheer number of responses was at an all-time high. This is useful data for your travel plan upon which to base your actions for 2016.
POSITIVE AREAS:	• Car Share has risen by just over 1% from last year. • Cycling is at an all-time high of over 42%. • Drive alone figures have reduced by 1% from 2014.
IMPROVEMENT AREAS & SUGGESTIONS:	Appendix A shows that 20% of single occupancy car drivers are driving less than 5 miles to work - indicating there is potential to convert this cohort to cycling or walking to work. **Bicycle** Your cycling percentage continues to improve rising to 42%. This is a very promising figure that demonstrates your work towards solidifying your cycling culture in the workplace. For those who already cycle, keep your eye on the TfC Newsletter as there will be some cycling initiatives during the next year. In the meantime, contact TfC 01223 715550 to help you: • **Free Bicycle Training** and **Bicycle Maintenance Training** for staff available as part of your travel plan initiatives www.TfW.org.uk/Discounts.php#OutspokenDiscount • **Bicycle User Group (BUG) -** these can be very effective in supporting existing cyclists and encouraging new ones. We have funding available to support/establish a BUG in-house or possibly with neighbouring businesses if this if of interest. Also consider: • Encouraging people to use the **TfC Bike Discounts**. See www.TfW.org.uk/Discounts.php#CycleShops for a listing of cycle shops that offer discounts and for a downloadable poster • Running a **Cycling Breakfast Promotion** or similar events by applying for a **Workplace Event Grant** in 2015-16 for events before 1st March 2016. More information available on our website at www.TfW.org.uk/services.php#eventgrant. • Promote your existing facilities e.g. showers and lockers, if available. • Promote the **cycle journey planner** to staff, see www.cyclestreets.net/ • Use www.camshare.co.uk to help people find a cycle buddy for **free**. • Consider setting up a **cyclist's kit** in reception, including items such as a pump, spare locks and puncture repair kits in case one of your cyclists forgets an item or has a mechanical problem while at work. • For all general maintenance problems such as potholes, gritting

cycle routes and overgrown hedgerows, please contact Cambridgeshire Direct on 0345 045 5200 or use the on-line reporting form at www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/10/roadworks_and_faults

Car Sharing

Car sharing is up to 8% (7% in 2014) but could still be improved since the average for all TfC employers is 10%. This is a relatively easy area to improve by:

- Promoting the **free** online car sharing matching service www.camshare.co.uk
- Use CamShare to help administer and monitor car sharing figures. Target informal car sharers to sign onto CamShare and find possible stories to help promote car sharing
- Keep an eye on future TfC newsletters, for **CamShare** promotions including prize draws and initiatives
- **Free TfC postcode mapping** to help your staff locate possible car sharing matches at your workplace
- Use your postcode maps to run a car sharing **event**. TfC can assist you to plan and run these events, or put you in touch with other employers that have already run such events. Use the **Event Grant** to fund your event www.TfW.org.uk/services.php#eventgrant.
- Use the **car share calculator** available on www.camshare.co.uk

Public Bus

Bus use appears to have dropped to 6% from 8% last year which may be worth investigating. There are multiple Bus Stops within 0.5 miles of your various sites and should continue to be promoted:

- Encourage staff to visit www.cambridgeshirebus.info where they can get an extensive range of bus information, such as locations of bus stops near work and home, as well as route and timetable information.
- It is also possible to get real-time bus information on your smartphone using the **My Bus Trip app**, or on your desktop/laptop computer. See: www.cambridgeshire.gov.uk/info/20017/buses/12/real_time_bus_information
- You may wish to consider installing an actual or virtual travel information board for staff. Alternatively a travel information page with live links could be created as part of your intranet system on your 'Location' page.

The Busway

For those who live or are travelling in convenient vicinity of The Busway, it offers commuters and staff travelling on business, a reliable, fast and frequent way of travelling between Huntingdon, St Ives and Cambridge. Service routes, timetables and fares are available at www.thebusway.info/

Train

About 23% of drive alone respondents live more than 20 miles from the office and may be able to take the train (current figure for train travel is 6%); though some respondents may not live near a convenient rail route. Your workplace has access to **Cambridge Station** and your staff are eligible for **10% discounts** on monthly through to annual season tickets.

	It is worth promoting the train for the following reasons: • TfC has 10% discounts on season tickets, with both Great Northern Rail and Greater Anglia. If interested, please visit http://www.TfW.org.uk/Discounts.php#TrainDiscount. • Carnet tickets, where 10 tickets can be purchased for the price of 9, are also available from both Great Northern Rail and Greater Anglia. • It is possible to buy tickets with a **PLUS bus** element so that it is not necessary to buy additional bus tickets. See: www.plusbus.info • Staff can **work whilst travelling on the train**. **Walking** Walking continues to remain above the average for all TfC employers. There are a number of ways to promote walking such as the walking route planner www.walkit.com, and by holding workplace led walks during the lunch hour. **Home Working** Home working accounted for 2% of respondents. Is there any additional capacity for flexible working for this or does the nature of the work require attendance at the office? **Journey** The shortest journey recorded is 0.1 miles by walking c. The longest journey was travelled by train at 250miles. **Travel Information Board** Alternatively, a travel information page with live links could be created as part of your intranet system on your 'Location' page. For further information about what links to use, see www.TfW.org.uk/links.php#Howtofindus, which, includes information on creating a bespoke Transport Direct link for your workplace. **Event Organisation** If you want to put on a promotional event TfC can help with the organisation and the funding of attractions including things like Dr Bike or Cycle Smoothie though our **Event Grant** http://www.TfW.org.uk/services.php#eventgrant.
COMMUTER COMMENTS	Comments from your employees may be extremely helpful in identifying common traits, areas of deficiency or ideas for future initiatives. If you are interested in receiving anonymous comments from your survey respondents please contact the TfC team.
SURVEY RESULTS DISTRIBUTED: - **Internally (Newsletter, etc)** **Externally (E.g. Press & PR)**	We suggest that you make the survey results known to your staff as they will be interested. As you ran a prize draw, please consider publicising the winner in your own communications to encourage participation next year if you have not already done so.
STAFF AWARENESS OF Travel initiatives:	27% of respondents know you have a travel plan and 36% know who to contact regarding travel issues. The latter could be linked to the recent change in staff holding this position but overall these figures could be improved.

	Your promotion of travel initiatives will give staff a positive awareness of travel initiatives in 2016, and will help to encourage responses to next year's survey. As you develop or promote initiatives, ensure that on any promotions (leaflets, web info and flyers) that you have included an internal contact name, as well as details.
NEXT STEPS SUGGESTIONS:	**Further improvements could be achieved by** • Circulate to your staff the **Commuter Section** of our bimonthly TfC newsletter, for latest travel initiatives promotional ideas and **CamShare prize draws**. • Promoting the **free** online matching service www.camshare.co.uk • Consider promoting TfC **10% train season ticket discounts** • Updating and promoting your **travel plan**. TfC has the resources available and can help guide you through the process. Also look out for our travel plan best practice workshops to increase your knowledge and understanding.

Appendix A - Employer Results for 2015

Appendix A - Employer Results	University of Cambridge		
Reporting area	**Results**		
Number of respondents	2515		
Percentage of workforce	24%		
Number of trips recorded	13173		
Average number of trips per respondent	5.24		
Average distance travelled (miles)	8.73		
Longest distance travelled by mode (miles)	Train	250	
Shortest distance travelled by mode (miles)	Walk	0.1	
Average distance travelled by mode (miles)	Walk	1.64	
	Public bus	8.85	8.83
	Guided Busway	13.89	
	Park & Ride	3.76	
	Drive on your own	15.44	
	Cycle	2.94	
	Company staff bus	2.76	
	Car share (Driver)	15.36	15.01
	Car share (Non Driver)	14.66	
	Motorbike	11.38	
	Train	31.36	
	Worked at home	8.04	
Drive alone - percentage of respondents and distance	Less than 2 miles	4.41%	
	2.1 - 5 miles	15.32%	
	5.1 - 10 miles	22.95%	
	10.1 - 20 miles	34.08%	
	20.1 - 30 miles	13.30%	
	30.1 - 40 miles	5.26%	
	More than 40 miles	4.67%	
Modal split Monday - Friday	Walk	9.65%	
	Public bus	4.29%	6.09%
	Guided Busway	1.61%	
	Park & Ride	0.19%	
	Drive on your own	24.95%	
	Cycle	42.16%	
	Company staff bus	0.54%	
	Car share (Driver)	5.08%	8.03%
	Car share (Non Driver)	2.95%	
	Motorbike	1.06%	
	Train	5.86%	
	Worked at home	1.66%	
Modal split Saturday - Sunday	Walk	12.69%	
	Drive on your own	17.35%	
	Public bus	2.26%	2.81%
	Guided Busway	0.55%	
	Park & Ride	0.00%	
	Cycle	46.50%	

	Company staff bus	0.00%	
	Car share (Driver)	2.54%	3.77%
	Car share (Non Driver)	1.23%	
	Motorbike	0.82%	
	Train	1.23%	
	Worked at home	14.81%	
Does my employer have a travel plan?	Yes	681	27.08%
	No	135	5.37%
	Don't know	1705	67.79%
Do you know who to contact for information on travel issues?	Yes	901	35.83%
	No	1620	64.41%
Did you travel on the A14 just north of the M11?	Yes	224	8.91%
	No	2297	91.33%
Do you wish to receive travel information from the University	Yes	951	37.81%
	No	1500	59.64%

Appendix B - 2015 Responses by Site

1	Academic Division	72
2	Administrative Services	30
3	African Studies	2
4	Anglo-Saxon, Norse and Celtic	0
5	Applied Mathematics and Theoretical Physics	58
6	Archaeology and Anthropology (Faculty Office)	0
7	Archaeology and Anthropology Department	23
8	Architecture and History of Art	5
9	Arts and Humanities (Councils of the School)	2
10	Asian and Middle Eastern Studies	14
11	Biochemistry	16
12	Biological Anthropology	4
13	Biological Sciences	19
14	Biomedical Support Services	8
15	Biotechnology	3
16	Board of Graduate Studies	5
17	Botanic Gardens	4
18	CAPE 53 Cape 1 Park Cycle	0
19	CARET	0
20	CRASSH	16
21	CRUK Cambridge Institute	85
22	Cambridge Admissions Office	18
23	Cambridge Archaeology Unit	11
24	Cambridge Assessment (Individuals)	0
25	Cambridge Commonwealth Trust	7
26	Cambridge Enterprise	34
27	Cambridge Institute for Medical Research	35
28	Cambridge Institute for Sustainability Leadership	7
29	Cambridge Schools Classics Project	6
30	Cambridge Sports Centre	0

31	Cambridge Students Union	0
32	Careers Service	10
33	Central Bio-medical Services (Individual Contact)	24
34	Central Offices	12
35	Central Science Library	0
36	Centre for Business Research	0
37	Centre for Family Research	1
38	Centre for Mathematical Sciences	28
39	Chemical Engineering and Biotechnology	44
40	Chemistry	103
41	Classics	12
42	Clinical Biochemistry (Individual Contacts)	10
43	Clinical Medicine (Individual Contacts)	63
44	Clinical School	43
45	College Park Cycle Individual Contacts x11)	0
46	Computer Laboratory	59
47	Computing Service	3
48	Continuing Education	23
49	Counselling Service	15
50	Criminology	11
51	Department of Politics and International Studies	15
52	Department of Public Health and Primary Care	18
53	Dental Service	0
54	Development Office (Individual Contacts)	1
55	Development Studies Committee	1
56	Developmental Psychiatry (Individual Contact)	0
57	Disability Resource Centre	4
58	Divinity	11
59	Earth Sciences	4
60	Economics	14
61	Education Section (Individual Contact)	19

62	Engineering	6
63	English	3
64	English and Applied Linguistics	0
65	Estate Management	125
66	Experimental Psychology	2
67	Faculty of Education	43
68	Finance Division	59
69	Fitzwilliam Museum	36
70	Gates Cambridge Trust	0
71	Genetics	56
72	Geography	28
73	Graduate Union	0
74	Gurdon Institute	40
75	Health and Safety Division	4
76	History	1
77	History and Philosophy of Science	14
78	Hitachi Cape	0
79	Human, Social, and Political Science (Faculty Office)	9
80	Humanities and Social Sciences (Councils of the School)	2
81	Institute of Medical Research (Individual Contact) P&C	17
82	Institute of Public Health	47
83	Judge Business School plus Entrepreneurial Learning	17
84	Kings College Hostel	1
85	Land Economy	19
86	Language Centre	6
87	Latin-American Studies	1
88	Law	26
89	Library	12
90	Magnetic Resonance Research Centre Cape	0
91	Manufacturing Engineering/ Old Press	0
92	Materials Science and Metallurgy	43

93	McDonald Institute for Archaeological Research	3
94	Modern and Medieval Languages	2
95	Moore Library	3
96	Museum of Archaeology and Anthropology	0
97	Music	17
98	Nanoscience	5
99	Nursery	0
100	Occupational Health and Safety Service	6
101	Other	136
102	Pathology	5
103	Pharmacology	4
104	Philosophy	10
105	Physical Sciences	3
106	Physics	62
107	Physiology, Development and Neuroscience	57
108	Plant Sciences	72
109	Psychiatry	19
110	Psychology	18
111	Pure Mathematics	34
112	Registrary's Office	9
113	Residences	1
114	Sainsbury Laboratory	8
115	Scott Polar Research Institute	2
116	Social Anthropology	10
117	Social and Political Science	9
118	South Asian Studies	1
119	Stem Cell Research Institute	33
120	Sustainability Leadership	9
121	Technology	3
122	Unit for Landscape Modelling	0
123	University Card Office	0

124	University Information Services	105
125	University Library	85
126	University Sports and Social Club	0
127	University of Cambridge Primary School	5
128	Veterinary Medicine	72
129	Veterinary Medicine Students Park and Cycle	0
130	Zoology	64

Appendix C – 2015 Site by Site Results

Site name	Academic Division	
Number of respondents	72	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	25.07%
	Cycle	32.94%
	Car share (Driver)	3.79%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%
	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Administrative Services	
Number of respondents	30	
Modal split Monday - Friday	Walk	10.85%
	Public bus	7.75%
	Drive on your own	27.91%
	Cycle	31.78%
	Car share (Driver)	3.88%
	Car Share (Non Driver)	0.00%
	Motor bike	1.55%
	Train	11.63%
	Worked at home	0.78%
	Guided Busway	3.88%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	18.18%
	Cycle	81.82%
	Car share (Driver)	0.00%

	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Applied Mathematics and Theoretical Physics	
Number of respondents	58	
Modal split Monday - Friday	Walk	13.81%
	Public bus	2.24%
	Drive on your own	4.48%
	Cycle	63.43%
	Car share (Driver)	1.12%
	Car Share (Non Driver)	5.97%
	Motor bike	0.00%
	Train	8.21%
	Worked at home	0.75%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	9.52%
	Public bus	0.00%
	Drive on your own	9.52%
	Cycle	71.43%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	9.52%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Archaeology and Anthropology Department	
Number of respondents	23	
Modal split Monday - Friday	Walk	27.10%
	Public bus	0.00%
	Drive on your own	9.35%
	Cycle	42.99%
	Car share (Driver)	10.28%
	Car Share (Non Driver)	2.80%
	Motor bike	0.00%
	Train	0.93%
	Worked at home	6.54%
	Guided Busway	0.00%

	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	20.69%
	Public bus	0.00%
	Drive on your own	10.34%
	Cycle	48.28%
	Car share (Driver)	3.45%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	17.24%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Asian and Middle Eastern Studies	
Number of respondents	14	
Modal split Monday - Friday	Walk	22.81%
	Public bus	5.26%
	Drive on your own	33.33%
	Cycle	29.82%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	8.77%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	33.33%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	16.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	16.67%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	33.33%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Biochemistry	
Number of respondents	16	
Modal split Monday - Friday	Walk	15.79%
	Public bus	0.00%
	Drive on your own	7.89%

	Cycle	47.37%
	Car share (Driver)	2.63%
	Car Share (Non Driver)	6.58%
	Motor bike	6.58%
	Train	13.16%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	18.75%
	Public bus	0.00%
	Drive on your own	12.50%
	Cycle	50.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	6.25%
	Worked at home	12.50%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Biological Sciences	
Number of respondents	19	
Modal split Monday - Friday	Walk	5.38%
	Public bus	4.30%
	Drive on your own	7.53%
	Cycle	43.01%
	Car share (Driver)	10.75%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	16.13%
	Worked at home	7.53%
	Guided Busway	5.38%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	20.00%
	Public bus	0.00%
	Drive on your own	10.00%
	Cycle	40.00%
	Car share (Driver)	10.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	20.00%
	Guided Busway	0.00%
	Park & Ride	0.00%

	Uni 4 Bus	0.00%

Site name	Cambridge Admissions Office	
Number of respondents	18	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	25.07%
	Cycle	32.94%
	Car share (Driver)	3.79%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%
	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Cambridge Archaeology Unit	
Number of respondents	11	
Modal split Monday - Friday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	46.30%
	Cycle	25.93%
	Car share (Driver)	20.37%
	Car Share (Non Driver)	7.41%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	33.33%
	Cycle	50.00%

	Car share (Driver)	16.67%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Cambridge Enterprise	
Number of respondents	34	
Modal split Monday - Friday	Walk	3.33%
	Public bus	3.33%
	Drive on your own	45.33%
	Cycle	38.00%
	Car share (Driver)	2.67%
	Car Share (Non Driver)	0.67%
	Motor bike	0.00%
	Train	3.33%
	Worked at home	0.67%
	Guided Busway	2.67%
	Park & Ride	0.00%
	Uni 4 Bus	0.67%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	100.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Cambridge Institute for Medical Research	
Number of respondents	35	
Modal split Monday - Friday	Walk	4.46%
	Public bus	3.82%
	Drive on your own	33.76%
	Cycle	40.13%
	Car share (Driver)	3.82%
	Car Share (Non Driver)	7.01%
	Motor bike	0.00%
	Train	5.10%
	Worked at home	1.27%

	Guided Busway	0.64%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	14.29%
	Cycle	64.29%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	21.43%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	CRASSH	
Number of respondents	16	
Modal split Monday - Friday	Walk	14.80%
	Public bus	9.21%
	Drive on your own	6.91%
	Cycle	51.64%
	Car share (Driver)	3.29%
	Car Share (Non Driver)	3.29%
	Motor bike	2.30%
	Train	7.57%
	Worked at home	0.99%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	10.81%
	Public bus	16.22%
	Drive on your own	10.81%
	Cycle	40.54%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	5.41%
	Motor bike	5.41%
	Train	0.00%
	Worked at home	10.81%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	CRUK Cambridge Institute	
Number of respondents	85	
Modal split Monday - Friday	Walk	14.80%
	Public bus	9.21%

	Drive on your own	6.91%
	Cycle	51.64%
	Car share (Driver)	3.29%
	Car Share (Non Driver)	3.29%
	Motor bike	2.30%
	Train	7.57%
	Worked at home	0.99%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	10.81%
	Public bus	16.22%
	Drive on your own	10.81%
	Cycle	40.54%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	5.41%
	Motor bike	5.41%
	Train	0.00%
	Worked at home	10.81%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Central Bio-medical Services (Individual Contact)	
Number of respondents	24	
Modal split Monday - Friday	Walk	0.00%
	Public bus	4.63%
	Drive on your own	42.59%
	Cycle	17.59%
	Car share (Driver)	12.96%
	Car Share (Non Driver)	7.41%
	Motor bike	4.63%
	Train	9.26%
	Worked at home	0.93%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	36.36%
	Cycle	27.27%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	18.18%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	18.18%
	Guided Busway	0.00%

	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Central Offices	
Number of respondents	12	
Modal split Monday - Friday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	73.68%
	Cycle	10.53%
	Car share (Driver)	8.77%
	Car Share (Non Driver)	7.02%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	14.29%
	Cycle	85.71%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Centre for Mathematical Sciences	
Number of respondents	28	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	23.91%
	Cycle	34.11%
	Car share (Driver)	3.79%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%

	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Chemical Engineering and Biotechnology	
Number of respondents	44	
Modal split Monday - Friday	Walk	11.17%
	Public bus	11.17%
	Drive on your own	10.68%
	Cycle	39.81%
	Car share (Driver)	11.17%
	Car Share (Non Driver)	1.94%
	Motor bike	0.00%
	Train	6.31%
	Worked at home	0.97%
	Guided Busway	6.80%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	22.50%
	Public bus	0.00%
	Drive on your own	7.50%
	Cycle	47.50%
	Car share (Driver)	2.50%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	2.50%
	Worked at home	17.50%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Chemistry	
Number of respondents	103	
Modal split Monday - Friday	Walk	17.04%
	Public bus	3.04%
	Drive on your own	12.98%
	Cycle	49.29%
	Car share (Driver)	4.06%
	Car Share (Non Driver)	1.62%
	Motor bike	0.00%
	Train	6.29%

	Worked at home	2.84%
	Guided Busway	1.83%
	Park & Ride	1.01%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	37.21%
	Public bus	2.33%
	Drive on your own	0.00%
	Cycle	30.23%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	30.23%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Classics	
Number of respondents	12	
Modal split Monday - Friday	Walk	28.07%
	Public bus	0.00%
	Drive on your own	8.77%
	Cycle	56.14%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	7.02%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	50.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	33.33%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	16.67%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Clinical Medicine (Individual Contacts)	
Number of respondents	63	
Modal split Monday - Friday	Walk	6.00%

	Public bus	5.67%
	Drive on your own	32.00%
	Cycle	43.00%
	Car share (Driver)	5.67%
	Car Share (Non Driver)	3.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	1.67%
	Guided Busway	3.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	10.71%
	Public bus	7.14%
	Drive on your own	25.00%
	Cycle	35.71%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	21.43%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Clinical School	
Number of respondents	43	
Modal split Monday - Friday	Walk	11.17%
	Public bus	11.17%
	Drive on your own	10.68%
	Cycle	39.81%
	Car share (Driver)	11.17%
	Car Share (Non Driver)	1.94%
	Motor bike	0.00%
	Train	6.31%
	Worked at home	0.97%
	Guided Busway	6.80%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	22.50%
	Public bus	0.00%
	Drive on your own	7.50%
	Cycle	47.50%
	Car share (Driver)	2.50%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	2.50%
	Worked at home	17.50%

	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Computer Laboratory	
Number of respondents	59	
Modal split Monday - Friday	Walk	4.80%
	Public bus	1.11%
	Drive on your own	22.51%
	Cycle	52.40%
	Car share (Driver)	5.54%
	Car Share (Non Driver)	3.69%
	Motor bike	1.11%
	Train	5.17%
	Worked at home	3.32%
	Guided Busway	0.00%
	Park & Ride	0.37%
	Uni 4 Bus	0.37%
Modal split Saturday - Sunday	Walk	3.92%
	Public bus	1.96%
	Drive on your own	7.84%
	Cycle	54.90%
	Car share (Driver)	3.92%
	Car Share (Non Driver)	3.92%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	23.53%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Continuing Education	
Number of respondents	23	
Modal split Monday - Friday	Walk	0.00%
	Public bus	3.70%
	Drive on your own	80.56%
	Cycle	11.11%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	4.63%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%

	Drive on your own	70.00%
	Cycle	30.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Counselling Service	
Number of respondents	15	
Modal split Monday - Friday	Walk	0.00%
	Public bus	8.82%
	Drive on your own	29.41%
	Cycle	47.06%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	7.35%
	Motor bike	0.00%
	Train	7.35%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	0.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	CRASSH	
Number of respondents	16	
Modal split Monday - Friday	Walk	26.67%
	Public bus	5.33%
	Drive on your own	2.67%
	Cycle	57.33%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%

	Train	8.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	1.33%
Modal split Saturday - Sunday	Walk	33.33%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	50.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	16.67%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	CRUK Cambridge Institute	
Number of respondents	85	
Modal split Monday - Friday	Walk	4.90%
	Public bus	3.43%
	Drive on your own	20.10%
	Cycle	50.25%
	Car share (Driver)	8.58%
	Car Share (Non Driver)	3.19%
	Motor bike	2.94%
	Train	1.47%
	Worked at home	1.96%
	Guided Busway	3.19%
	Park & Ride	0.00%
	Uni 4 Bus	0.25%
Modal split Saturday - Sunday	Walk	10.26%
	Public bus	2.56%
	Drive on your own	25.64%
	Cycle	23.08%
	Car share (Driver)	5.13%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	33.33%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Department of Politics and International Studies
Number of respondents	15

Modal split Monday - Friday	Walk	12.33%
	Public bus	0.00%
	Drive on your own	21.92%
	Cycle	45.21%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	20.55%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	20.00%
	Public bus	0.00%
	Drive on your own	20.00%
	Cycle	60.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Department of Public Health and Primary Care	
Number of respondents	18	
Modal split Monday - Friday	Walk	4.08%
	Public bus	0.29%
	Drive on your own	2.92%
	Cycle	88.05%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	3.21%
	Worked at home	1.46%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	98.20%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%

	Worked at home	1.80%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Divinity	
Number of respondents	11	
Modal split Monday - Friday	Walk	15.69%
	Public bus	0.00%
	Drive on your own	7.84%
	Cycle	52.94%
	Car share (Driver)	5.88%
	Car Share (Non Driver)	3.92%
	Motor bike	0.00%
	Train	13.73%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	18.18%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	45.45%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	18.18%
	Worked at home	18.18%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Economics	
Number of respondents	14	
Modal split Monday - Friday	Walk	32.31%
	Public bus	0.00%
	Drive on your own	15.38%
	Cycle	47.69%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	4.62%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	1.54%
Modal split Saturday -	Walk	33.33%

Sunday	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	33.33%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	33.33%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Education Section (Individual Contact)	
Number of respondents	19	
Modal split Monday - Friday	Walk	10.87%
	Public bus	0.00%
	Drive on your own	52.17%
	Cycle	33.70%
	Car share (Driver)	1.09%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	2.17%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	58.82%
	Cycle	35.29%
	Car share (Driver)	5.88%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Estate Management	
Number of respondents	122	
Modal split Monday - Friday	Walk	6.07%
	Public bus	5.03%
	Drive on your own	33.28%
	Cycle	27.90%
	Car share (Driver)	8.67%
	Car Share (Non Driver)	5.20%

	Motor bike	5.55%
	Train	6.41%
	Worked at home	0.52%
	Guided Busway	0.69%
	Park & Ride	0.69%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	3.03%
	Public bus	1.52%
	Drive on your own	22.73%
	Cycle	57.58%
	Car share (Driver)	3.03%
	Car Share (Non Driver)	0.00%
	Motor bike	6.06%
	Train	0.00%
	Worked at home	6.06%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Faculty of Education	
Number of respondents	43	
Modal split Monday - Friday	Walk	10.53%
	Public bus	4.09%
	Drive on your own	39.77%
	Cycle	26.32%
	Car share (Driver)	5.85%
	Car Share (Non Driver)	0.58%
	Motor bike	0.58%
	Train	11.70%
	Worked at home	0.58%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.58%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	25.00%
	Cycle	0.00%
	Car share (Driver)	8.33%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	50.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Finance Division	
Number of respondents	59	
Modal split Monday - Friday	Walk	1.87%
	Public bus	1.87%
	Drive on your own	55.60%
	Cycle	19.03%
	Car share (Driver)	7.84%
	Car Share (Non Driver)	5.22%
	Motor bike	0.00%
	Train	3.36%
	Worked at home	3.36%
	Guided Busway	1.87%
	Park & Ride	0.00%
	Uni 4 Bus	0.37%
Modal split Saturday - Sunday	Walk	28.57%
	Public bus	0.00%
	Drive on your own	28.57%
	Cycle	14.29%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	28.57%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Fitzwilliam Museum	
Number of respondents	36	
Modal split Monday - Friday	Walk	10.71%
	Public bus	16.07%
	Drive on your own	22.02%
	Cycle	22.62%
	Car share (Driver)	2.98%
	Car Share (Non Driver)	1.19%
	Motor bike	4.76%
	Train	17.86%
	Worked at home	1.79%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	9.09%
	Cycle	36.36%
	Car share (Driver)	9.09%
	Car Share (Non Driver)	0.00%

	Motor bike	18.18%
	Train	0.00%
	Worked at home	27.27%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Genetics	
Number of respondents	56	
Modal split Monday - Friday	Walk	6.30%
	Public bus	8.15%
	Drive on your own	14.81%
	Cycle	59.26%
	Car share (Driver)	1.48%
	Car Share (Non Driver)	0.74%
	Motor bike	0.00%
	Train	7.41%
	Worked at home	0.00%
	Guided Busway	1.85%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	10.53%
	Public bus	7.02%
	Drive on your own	21.05%
	Cycle	50.88%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	3.51%
	Worked at home	7.02%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Geography	
Number of respondents	28	
Modal split Monday - Friday	Walk	3.15%
	Public bus	11.81%
	Drive on your own	22.05%
	Cycle	51.18%
	Car share (Driver)	3.15%
	Car Share (Non Driver)	0.79%
	Motor bike	0.79%
	Train	3.15%
	Worked at home	0.00%
	Guided Busway	3.94%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	0.00%
	Car share (Driver)	33.33%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	66.67%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Gurdon Institute	
Number of respondents	40	
Modal split Monday - Friday	Walk	7.94%
	Public bus	0.00%
	Drive on your own	20.63%
	Cycle	57.14%
	Car share (Driver)	3.70%
	Car Share (Non Driver)	2.65%
	Motor bike	0.00%
	Train	7.94%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	27.78%
	Public bus	0.00%
	Drive on your own	16.67%
	Cycle	55.56%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	History and Philosophy of Science	
Number of respondents	14	
Modal split Monday - Friday	Walk	15.87%
	Public bus	17.46%
	Drive on your own	11.11%
	Cycle	39.68%
	Car share (Driver)	0.00%

	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	14.29%
	Worked at home	1.59%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	12.50%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	62.50%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	25.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Institute of Medical Research (Individual Contact) P&C	
Number of respondents	17	
Modal split Monday - Friday	Walk	6.10%
	Public bus	6.10%
	Drive on your own	31.71%
	Cycle	43.90%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	4.88%
	Worked at home	4.88%
	Guided Busway	2.44%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	33.33%
	Cycle	33.33%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	33.33%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Institute of Public Health	
Number of respondents	47	
Modal split Monday - Friday	Walk	4.06%
	Public bus	0.51%
	Drive on your own	43.15%
	Cycle	33.50%
	Car share (Driver)	3.05%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	7.61%
	Worked at home	8.12%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	33.33%
	Cycle	0.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	66.67%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Judge Business School plus Entrepreneurial Learning	
Number of respondents	17	
Modal split Monday - Friday	Walk	14.83%
	Public bus	0.87%
	Drive on your own	23.84%
	Cycle	34.01%
	Car share (Driver)	3.78%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.95%
	Worked at home	0.29%
	Guided Busway	2.91%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	14.83%
	Public bus	0.87%
	Drive on your own	23.84%
	Cycle	34.01%
	Car share (Driver)	3.78%
	Car Share (Non Driver)	2.33%

	Motor bike	2.62%
	Train	13.95%
	Worked at home	0.29%
	Guided Busway	2.91%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%

Site name	Land Economy	
Number of respondents	19	
Modal split Monday - Friday	Walk	22.73%
	Public bus	2.27%
	Drive on your own	22.73%
	Cycle	31.82%
	Car share (Driver)	5.68%
	Car Share (Non Driver)	0.00%
	Motor bike	1.14%
	Train	6.82%
	Worked at home	1.14%
	Guided Busway	5.68%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	60.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	0.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	40.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Law	
Number of respondents	26	
Modal split Monday - Friday	Walk	18.49%
	Public bus	0.00%
	Drive on your own	27.73%
	Cycle	50.42%
	Car share (Driver)	1.68%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	1.68%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Modal split Saturday - Sunday	Walk	31.25%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	31.25%
	Car share (Driver)	6.25%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	31.25%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Library	
Number of respondents	12	
Modal split Monday - Friday	Walk	9.09%
	Public bus	3.64%
	Drive on your own	16.36%
	Cycle	47.27%
	Car share (Driver)	10.91%
	Car Share (Non Driver)	12.73%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	100.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Materials Science and Metallurgy	
Number of respondents	43	
Modal split Monday - Friday	Walk	1.98%
	Public bus	0.00%
	Drive on your own	7.92%
	Cycle	76.73%
	Car share (Driver)	6.93%

	Car Share (Non Driver)	1.49%
	Motor bike	0.00%
	Train	2.48%
	Worked at home	0.00%
	Guided Busway	2.48%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	17.65%
	Public bus	0.00%
	Drive on your own	0.00%
	Cycle	76.47%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	5.88%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Music	
Number of respondents	17	
Modal split Monday - Friday	Walk	21.13%
	Public bus	0.00%
	Drive on your own	29.58%
	Cycle	38.03%
	Car share (Driver)	7.04%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	4.23%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	0.00%
	Drive on your own	40.00%
	Cycle	60.00%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Other	
Number of respondents	136	
Modal split Monday - Friday	Walk	9.21%
	Public bus	5.65%
	Drive on your own	31.83%
	Cycle	38.61%
	Car share (Driver)	4.85%
	Car Share (Non Driver)	2.26%
	Motor bike	0.00%
	Train	3.07%
	Worked at home	1.78%
	Guided Busway	2.75%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	16.46%
	Public bus	7.59%
	Drive on your own	21.52%
	Cycle	48.10%
	Car share (Driver)	2.53%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	3.80%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Physics	
Number of respondents	62	
Modal split Monday - Friday	Walk	9.79%
	Public bus	3.85%
	Drive on your own	20.98%
	Cycle	57.34%
	Car share (Driver)	5.94%
	Car Share (Non Driver)	1.05%
	Motor bike	0.00%
	Train	1.05%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	25.00%
	Public bus	0.00%
	Drive on your own	8.33%
	Cycle	66.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%

	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Physiology, Development and Neuroscience	
Number of respondents	57	
Modal split Monday - Friday	Walk	11.85%
	Public bus	0.37%
	Drive on your own	8.52%
	Cycle	55.93%
	Car share (Driver)	4.44%
	Car Share (Non Driver)	5.56%
	Motor bike	1.48%
	Train	5.93%
	Worked at home	1.11%
	Guided Busway	4.81%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	9.62%
	Public bus	0.00%
	Drive on your own	7.69%
	Cycle	48.08%
	Car share (Driver)	5.77%
	Car Share (Non Driver)	3.85%
	Motor bike	0.00%
	Train	5.77%
	Worked at home	19.23%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Plant Sciences	
Number of respondents	72	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	25.07%
	Cycle	32.94%
	Car share (Driver)	3.79%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%

Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%
	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Psychiatry	
Number of respondents	19	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	25.07%
	Cycle	32.94%
	Car share (Driver)	3.79%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%
	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Psychology	
Number of respondents	17	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	25.07%
	Cycle	32.94%
	Car share (Driver)	3.79%

	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%
	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Pure Mathematics	
Number of respondents	34	
Modal split Monday - Friday	Walk	14.87%
	Public bus	0.58%
	Drive on your own	25.07%
	Cycle	32.94%
	Car share (Driver)	3.79%
	Car Share (Non Driver)	2.33%
	Motor bike	2.62%
	Train	13.99%
	Worked at home	0.29%
	Guided Busway	2.92%
	Park & Ride	0.58%
	Uni 4 Bus	0.29%
Modal split Saturday - Sunday	Walk	16.67%
	Public bus	0.00%
	Drive on your own	41.67%
	Cycle	41.67%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Stem Cell Research Institute	
Number of respondents	33	
Modal split Monday - Friday	Walk	0.00%
	Public bus	6.25%
	Drive on your own	13.75%
	Cycle	51.88%
	Car share (Driver)	6.25%
	Car Share (Non Driver)	5.63%
	Motor bike	0.00%
	Train	6.25%
	Worked at home	3.75%
	Guided Busway	3.13%
	Park & Ride	3.13%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	6.90%
	Drive on your own	13.79%
	Cycle	27.59%
	Car share (Driver)	6.90%
	Car Share (Non Driver)	3.45%
	Motor bike	0.00%
	Train	3.45%
	Worked at home	31.03%
	Guided Busway	6.90%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	University Information Services	
Number of respondents	105	
Modal split Monday - Friday	Walk	0.80%
	Public bus	2.00%
	Drive on your own	44.89%
	Cycle	33.07%
	Car share (Driver)	8.22%
	Car Share (Non Driver)	2.61%
	Motor bike	0.40%
	Train	4.21%
	Worked at home	1.00%
	Guided Busway	2.81%
	Park & Ride	0.00%
	Uni 4 Bus	0.20%
Modal split Saturday - Sunday	Walk	0.00%
	Public bus	3.85%
	Drive on your own	34.62%
	Cycle	50.00%
	Car share (Driver)	3.85%
	Car Share (Non Driver)	1.92%

	Motor bike	0.00%
	Train	0.00%
	Worked at home	1.92%
	Guided Busway	3.85%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	University Library	
Number of respondents	84	
Modal split Monday - Friday	Walk	12.96%
	Public bus	7.14%
	Drive on your own	15.34%
	Cycle	41.80%
	Car share (Driver)	9.26%
	Car Share (Non Driver)	6.08%
	Motor bike	0.00%
	Train	7.41%
	Worked at home	0.00%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.26%
Modal split Saturday - Sunday	Walk	5.88%
	Public bus	3.53%
	Drive on your own	15.29%
	Cycle	56.47%
	Car share (Driver)	7.06%
	Car Share (Non Driver)	0.00%
	Motor bike	0.00%
	Train	0.00%
	Worked at home	11.76%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Veterinary Medicine	
Number of respondents	72	
Modal split Monday - Friday	Walk	2.63%
	Public bus	2.92%
	Drive on your own	51.75%
	Cycle	29.82%
	Car share (Driver)	7.89%
	Car Share (Non Driver)	0.29%
	Motor bike	0.58%
	Train	1.75%
	Worked at home	2.34%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Modal split Saturday - Sunday	Walk	4.48%
	Public bus	0.00%
	Drive on your own	29.85%
	Cycle	44.78%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	0.00%
	Motor bike	1.49%
	Train	0.00%
	Worked at home	19.40%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Site name	Zoology	
Number of respondents	64	
Modal split Monday - Friday	Walk	14.80%
	Public bus	9.21%
	Drive on your own	6.91%
	Cycle	51.64%
	Car share (Driver)	3.29%
	Car Share (Non Driver)	3.29%
	Motor bike	2.30%
	Train	7.57%
	Worked at home	0.99%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%
Modal split Saturday - Sunday	Walk	10.81%
	Public bus	16.22%
	Drive on your own	10.81%
	Cycle	40.54%
	Car share (Driver)	0.00%
	Car Share (Non Driver)	5.41%
	Motor bike	5.41%
	Train	0.00%
	Worked at home	10.81%
	Guided Busway	0.00%
	Park & Ride	0.00%
	Uni 4 Bus	0.00%

Travel to Work Survey Report 2014

produced for

Travel Plan Plus Area Report

by Travel Plan Plus part of the Travel for Cambridgeshire Partnership

Helping Cambridgeshire get there!

Introduction

This is the fifteenth annual Travel for Cambridgeshire (TfC) survey; the sixth in the Travel Plan Plus (TP+) area. Based on employee responses, the survey provides a snapshot picture of the way commuters get to work in the TP+ area (see map of the area at **Appendix E**).

The 2014 survey

This report provides an overall summary of results for the TP+ area, based on those organisations that participated: specific individual reports are issued to participating employers with their own results. Please refer to **Appendix A** that contains a full list of those organisations that participated in the 2013 survey.

We asked commuters about their journeys *to* work from Saturday 11th October to Friday 17th October 2013.

Number of one-way trips

Each year we report the total number of trips undertaken by employees getting ***to*** work during the survey week. This figure can be found at point 3 on the results form in **Appendix B**. This figure is for ***all*** trips made during the survey week, Saturday to Friday but does not include "home working".

'Other'

Some respondents in previous years have indicated their mode of travel as 'other'. This has been removed this year but appears within the results table for comparison purposes.

Average Distance calculations

You may notice that the Average distance by mode has changed slightly, this is due to an improved data collation process than previous year's surveys have allowed

Multi-Modal Journeys

This year saw the introduction of multi modal questions added to the survey. This allows us to record when people travel by more than one mode. This data in contained within **Appendix D** and gives us a more detailed picture of commuting habits.

The Weather

If we have a choice of transport, the weather obviously affects our decision-making. **Appendix C** outlines the weather data for the survey week.

Questions or Queries

If you have any questions or queries regarding these results or the survey in general please contact:

Stevie Spencer
Travel Plan Plus Project Manager
Tel (01223) 437052 / 07776 262728
Email: stevie.spencer@cambridgeshire.gov.uk
Web: www.travelplanplus.org.uk

Facts and Figures for the TP+ Area 2014

In the table below the overall results for the TP+ area are shown, based on data from 2014 participating companies located in the TP+ area. The survey results are compared against the most up to date UK and East of England travel to work data collated from the 2011 census.

	England Travel to Work Statistics 2011 (%)	East of England Travel to Work Statistics 2011 (%)	TP+ Travel to Work Statistics 2014 (%)
Bicycle	2.95	3.53	21.57
Car Share	5.03	5.04	8.83
Drive Alone	57.01	61.66	53.98
Motorbike	0.82	0.79	0.81
Public Bus	7.5	3.73	4.89
Train	5.34	7.2	1.37
Walk	10.74	10.13	4.75
Other	4.61	2.25	1.18
Work From Home	5.36	5.67	2.62

** Source: http://www.ons.gov.uk/ons/dcp171766_299766.pdf*

- **19 organisations from the Travel Plan Plus (TP+) area took part in the survey this year with the potential for 6215 individuals taking part.**
- **2,189** valid responses were received from TP+ commuters in 2014, slightly lower than the 2599 in 2013, but still higher when compared to more historical data such as the 1,272 responses in 2012.
- 2014 saw us achieve a **participation rate of 35%** of the potential TP+ survey population.
- This year 4 organisations within the TP+ area achieved an excellent response rate over 50%.
- 1 TP+ area employer achieved an impressive drive alone figure of less than 26%.
- The **average distance travelled to work is 15.5 Miles**, which is the same result as in 2013. The distance travelled grew dramatically in 2013 compared with 8.7 miles in 2012 and 8 miles in 2011 but appears to have now stabilised.

- **6** TP+ area employers offered a prize draw and TP+ offered an overall prize draw of Kindle e-reader to encourage participation. The winner of the Kindle was Marian Cotterell from Amgen.

TP+ Area – Modal Split Results 2014
(5 days – Monday 13th October to Friday 17th October 2014)

The following table compares the Travel Plan Plus results this year to previous years and how the area's results compare with those of the TfC survey as a whole. We have reported the five days, Monday to Friday, in this table.

Mode	*All TP+ Employers 2009*	*All TP+ Employers 2010*	*All TP+ Employers 2011*	*All TP+ Employers 2012*	*All TP+ Employers 2013*	*All TP+ Employers 2014*	*All TP+ and TfC Employers 2014*
Bicycle	17.28%	22.89%	23.34%	22.16%	21.10%	**21.57%**	**23.22%**
Car Share	9.54%	8.46%	10.06%	9.85%	8.42%	**8.83%**	**8.99%**
Drive (alone)	58.28%	51.64%	50.32%	50.58%	53.88%	**53.98%**	**43.85%**
Homeworking	1.88%	2.61%	2.13%	2.62%	2.48%	**2.62%**	**1.83%**
Motorbike	0.82%	0.94%	0.93%	0.82%	0.72%	**0.81%**	**0.71%**
Other	0.51%	0.02%	0.09%	0.00%	N/A	**N/A**	**N/A**
Other Workplace	3.26%	3.28%	2.79%	3.15%	3.32%	**1.10%**	**0.70%**
Public Bus	2.55%	1.97%	3.37%	4.40%	4.26%	**4.89%**	**6.63%**
Staff Bus	0.19%	0.10%	0.01%	0.00%	0.10%	**0.09%**	**1.72%**
Train	1.31%	1.52%	1.51%	1.67%	1.54%	**1.37%**	**5.62%**
Walk	4.37%	6.57%	5.45%	4.75%	4.20%	**4.75%**	**6.73%**
Number of one way trips	7399	5885	7,841	5913	12125	**10481**	**55399**
Participation (No. of respondents as a percentage of potential participants)	21%	17%	29%	17%	46%	**35%**	**26%**
Telework (Homeworking + Other Workplace)	5.14%	5.89%	4.92%	5.77%	5.80%	**3.72%**	**2.53%**

TP+ Area – Commute Time Results 2014

Respondents were asked about how long their commute to work takes on a normal day. The following are the results:

	No. of Responses	<20 mins	21 to 40 mins	41 to 60 mins	61 to 90 mins	91+ mins
*All **TP+** Employers*						
2009	1603	35.31%	40.30%	17.28%	5.05%	2.06%
2010	1333	40.06%	36.58%	17.84%	5.52%	0.00%
2011	1708	37.94%	37.47%	17.10%	5.74%	1.76%
2012	1280	36.56%	39.92%	16.95%	5.39%	1.17%
2013	2599	31.82%	40.05%	18.81%	7.46%	1.85%
2014	**2189**	**29.51%**	**37.67%**	**22.38%**	**9.18%**	**1.74%**
*All **TfC** Employers*						
2009		35.42%	38.50%	18.06%	6.36%	1.66%
2010	9000	35.04%	36.81%	16.85%	7.17%	2.24%
2011	10,060	36.50%	37.93%	17.54%	6.23%	1.79%
2012	8341	36.63%	36.52%	18.65%	6.50%	1.70%
2013	10834	34.68%	36.43%	19.03%	7.97%	1.89%
2014	**55399**	**32.45%**	**35.37%**	**21.32%**	**8.87%**	**2.00%**

It can been seen that there is an increase in journey time as would be expected given the increase in distance travelled that has also been seen in the area and the road works on one of the key commuter routes to the area (A14).

TP+ Area – Busway Results 2014

Respondents were asked about their use of the Busway "Did you use the Busway for any of your journeys during the Survey Week?" The 2014 results are shown compared to data obtained in 2013, 2012 and 2011 survey participants. It can be seen that the percentage of journeys that took place in survey week has increased in comparison to 2013. In 2014 this question was not mandatory.

	Yes		No	
	Number	%	Number	%
2011	101	5.95%	1,597	94.05%
2012	129	9.98%	1,163	90.02%
2013	135	5.19%	2,464	94.81%
2014	**151**	**6.90%**	**2, 010**	**91.82%**

Appendix A – TP+ Participating Companies

Cambridge Science Park:
- Abcam
- Amgen Limited
- Astex Theraputics
- Biochrom
- Broadcom
- Cambridge Consultants
- Dr Reddy's
- Napp
- Royal Society of Chemistry
- Takeda
- Xaar

Cambridge Business Park:
- Cambridge Silicon Radio
- Ernst & Young
- Red Gate

Cambridge Regional College

St John's Innovation Centre

Ultra Electronic Controls

NVIDIA

Taylor Vinters

Appendix B – TP+ Area 2014 Survey Results

Appendix A - Employer Results	TP+	
Reporting area	**Results**	
Number of respondents	2189	
Percentage of workforce	35%	
Number of trips recorded	10481	
Average number of trips per respondent	4.79	
Average distance travelled (miles)	15.47	
Longest distance travelled by mode (miles)	Drive (Alone)	250
Shortest distance travelled by mode (miles)	Walk	0.2
Average distance travelled by mode (miles)	Walk	1.81
	Public bus	11.54
	Drive alone	19.21
	Cycle	3.43
	Company staff bus	16.14
	Car share	17.71
	Motorbike	13.92
	Train	38.93
	Worked at another workplace	21.90
Drive alone - percentage of respondents and distance	Less than 2 miles	5.74%
	2.1 - 5 miles	11.28%
	5.1 - 10 miles	11.39%
	10.1 - 20 miles	37.66%
	20.1 - 30 miles	16.24%
	30.1 - 40 miles	9.02%
	More than 40 miles	8.66%
Modal split Monday - Friday	Walk	4.75%
	Public bus	4.89%
	Drive on your own	53.98%
	Cycle	21.57%
	Company staff bus	0.09%
	Car share	8.83%
	Motorbike	0.81%
	Train	1.37%
	Worked at home	2.62%
	Worked at another workplace	1.10%
Modal split Saturday - Sunday	Walk	5.29%
	Public bus	7.06%
	Drive on your own	47.06%
	Cycle	26.47%
	Company staff bus	0.00%
	Car share	9.41%
	Motorbike	0.59%
	Train	0.59%
	Worked at home	2.35%
	Worked at another workplace	1.18%

Appendix C - Weather View for the Survey Week 2014

(Source: http://www.cl.cam.ac.uk/research/dtg/weather/index-daily-text.html)

Saturday 11th October 2014 - 8am

- Light Cloud
- Dry
- Wind 0.0 knots (Calm) – South Easterly
- Temp 9.6^{O}C

Sunday 12th October 2014 - 8am

- Clear
- Dry
- Wind 0.0 knots (Calm) – Southerly
- Temp 4.0^{O}C

Monday 13th October 2014 - 8am

- Mainly Cloudy
- Rain (8.01mm)
- Wind 8.2 knots (Gentle Breeze) –North Easterly
- Temp 10.5^{O}C

Tuesday 14th October 2014 - 8am

- Cloudy
- Rain (0.29mm)
- Wind 3.8 knots (Light Air) –North Westerly
- Temp 12.3^{O}C

Wednesday 15th October 2014 - 8am

- Cloudy
- Dry
- Wind 0.2 knots (Calm) –South Easterly
- Temp 10.0^{O}C

Thursday 16th October 2014 - 8am

- Partially Cloudy
- Dry
- Wind 1.4 knots (Light Air) – South Westerly
- Temp 11.4^{O}C

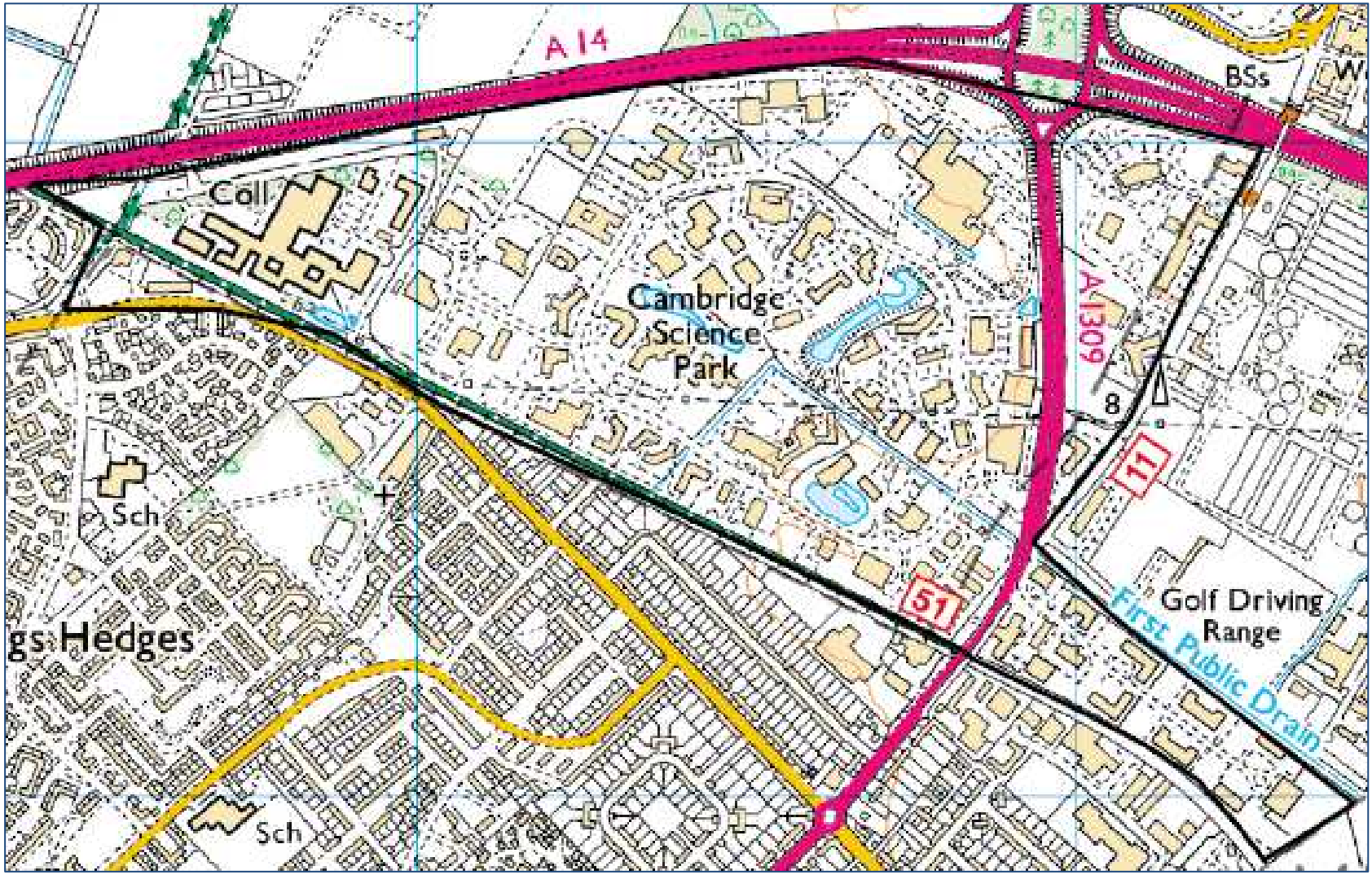
Friday 10th October 2014 - 8am

- Cloudy
- Dry
- Wind 0.2 knots (Calm) – Southerly
- Temp 11.8^{O}C

Appendix D – Multi-Modal Journeys Survey Results 2014

Appendix C - Combination of Modes		
Reporting area	**Results**	
Multi-Modal split Monday - Friday	**Bus & Walk**	1.81%
	Bus & Cycle	0.50%
	Car Share & Bus	0.01%
	Car Share & Cycle	0.14%
	Car Share & Drive	0.61%
	Car Share & Walk	0.51%
	Cycle & Walk	0.12%
	Drive & Bus	0.07%
	Drive & Cycle	0.20%
	Drive & Walk	0.07%
	Train & Bike	0.59%
	Train & Bus	0.36%
	Train & Car Share	0.03%
	Train & Drive	0.13%
	Train & Walk	0.18%

Appendix E – Map of TP+ Area



UNIVERSITY OF CAMBRIDGE

AECOM