

Travel Plan

Fourth Revision: December 2015

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Foreword

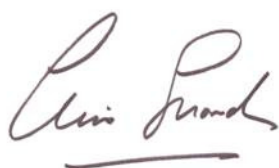
Transport matters. The University has 5,500 staff and more than 23,000 students making use of our campuses on a daily basis. This inevitably has an impact on the local environment, and contributes significantly to our carbon footprint.

The University has dedicated significant time, effort and resources to the delivery of our adopted Travel Plan in recognition of our responsibility to address our travel needs within the City of Southampton and local region. We have made positive progress, but there is clearly much more we can do.

To continue to improve our performance we will need to encourage further change. Our Travel Plan sets out a series of objectives to encourage our staff, students and visitors to choose more sustainable travel modes that have a less immediate environmental impact and will help us to reduce our carbon footprint.

I recognise the challenge facing us in persuading people to change their travel habits. We are continuing to work with staff and students to identify ways to make it easier, safer and cheaper to walk, cycle and use public transport.

Many of these actions the University can take forward now, but some will require us to work closely with our partners and I look forward to further collaboration with our colleagues in the public sector and industry to make the right travel choices for our communities.

A handwritten signature in black ink, appearing to read 'Chris Snowdon', with a horizontal line underneath.

Professor Sir Christopher Snowdon

Vice-Chancellor

December 2015

Travel Policy

The University of Southampton is one of the top ten research-led universities in the UK, offering first-class opportunities and facilities for study and research in a stimulating working environment. We have made a commitment to “Maximise the quality, utility and sustainability of the University estate”, and “optimally use our estate to create sustainable campus environments”.(University Vision 2020).

We recognise the important role we have in managing the impact of our day-to-day operations on the environment and in promoting the principles of sustainability in all our activities.

We are committed to:

- Reducing transport-related carbon emissions by encouraging staff, students and visitors to choose more sustainable modes of travel.
- Providing cost-effective and user-friendly alternatives to the car.
- Maximising the use of valuable land and enhancing the public realm.

The Travel Plan sets out a range of measures, such as improved walking and cycling facilities, bus services and information on alternative modes of transport, as well as increased costs for car drivers who do not share their journey, to achieve our policy aims.

This policy covers all campuses and halls of residence owned by the University, complementing our environment and sustainability policies. This policy is part of the University Environmental Management System (EMS).

We are committed to achieving environmental good practice throughout our activities by:

- Implementing flexible working arrangements that enable staff and students to reduce their need to travel
- Providing improved walking and cycling facilities on campuses and halls
- Working in partnership with other stakeholders to provide improved walking and cycling routes and other transport initiatives
- Developing the Uni-link bus service
- Implementing a car parking policy to encourage car users to seek alternatives or car share
- Improving the public realm to provide a better place for staff, students and visitors to work, study and socialise
- Providing staff, students and visitors with accurate travel information to help inform their travel choices
- Managing our fleet vehicles to maximise use and reduce costs and emissions
- Encouraging staff and students to review their business travel habits
- Sharing best practice with other higher education institutions (HEIs), public bodies and others

This policy will be reviewed annually as part of the Travel Plan, to ensure that it remains relevant and up to date.

1. Introduction

1.1 Background to the Travel Plan

- 1.1.1 The University of Southampton is one of the largest employers in Southampton, so not surprisingly travel to and from its sites has a significant impact on the surrounding area. We are committed to reducing our environmental impact and this plan sets out how we will encourage staff, students, contractors and visitors to adopt more sustainable forms of transport and thus help us to reduce our carbon footprint.
- 1.1.2 We are well served by all modes of transport, with good walking and cycling paths linking campuses and halls of residence with local amenities. There are excellent bus, rail and airport links, and the University is close to major roads and motorways.
- 1.1.3 We recognise that our Travel Plan is a live document, requiring regular review and updates to remain current and reflect the efforts that have been made to increase use of sustainable travel options. We carry out regular staff and student travel surveys (**Objective 1.2**) to assess progress with Travel Plan targets. The objectives of the plan (recorded in the Action Plan, Appendices 1, 2 and 3) are set to help achieve local and national targets to reduce carbon emissions and encourage sustainable travel habits.
- 1.1.4 We also recognise that tackling transport issues is essential for the continued development of our estate. The Estate Strategy (2006) supports the need for a regularly updated 'green' Travel Plan, promoting low carbon impacts.

1.2 Scope

- 1.2.1 Our Travel Plan covers all University campuses; Highfield, Avenue, the Engineering Centre of Excellence Boldrewood Campus, National Oceanographic Centre, Southampton (NOCS), Winchester School of Art (WSA), University Hospital Southampton NHS Foundation Trust (UHS), plus halls of residence and the sports ground at Wide Lane. The plan excludes Chilworth Science Park. The plan is principally aimed at the commuting journeys of staff and students, but it also includes a section on business travel. It should be noted that NOCS and UHS have their own travel policies and our plan should be read in conjunction with the documents produced by these organisations.
- 1.2.2 The Travel Plan will continue to develop in accordance with the changing circumstances of the University and the environment in which it works.

1.3 Objectives

- 1.3.1 The overall aim of the Travel Plan is to reduce single-occupancy car journeys. The plan outlines a variety of objectives to encourage staff, students and visitors to adopt more sustainable modes of transport to achieve this. An Action Plan summarising these objectives is provided in Appendices 1, 2 and 3.

1.4 Principles of the Travel Plan

1.4.1 Senior management commitment

The key to a good Travel Plan is enthusiasm and commitment from senior managers, who, in leading by example, will ensure that the plan comprises a lasting and rolling programme of measures that influence transport modal choice.

1.4.2 Infrastructure

Providing facilities to make it an easy and pleasant experience to try a different travel mode is essential if staff, students and visitors are to change their behaviour. Funding for improving transport-related infrastructure is identified in this plan, recognising that some work will be funded by the University only, while other initiatives will require a partnership approach.

1.4.3 People

Getting people to change their behaviour is clearly the only way to deliver the aims of this plan, and the provision of information is at the heart of making this happen. Making the change as painless as possible will make people more likely to try a different travel mode and to continue with it. Our Travel Plan includes a number of 'carrots' to encourage and support the adoption of sustainable travel modes, as well as 'sticks' to dissuade single occupant car use.

1.4.4 Partnership approach

We recognise that we cannot tackle many of our transport issues alone and must work with others to find solutions that benefit not only University staff and students but the wider community as well.

1.5 Strategic Approach

1.5.1 The Travel Plan mirrors the 'reduce, manage and invest' approach taken by both Southampton City and Hampshire County Council:

Reduce – In terms of sustainability, reducing the need to travel is the best option of all. The plan outlines measures to reduce travel through, for example, home working and teleconferencing.

Manage – Improving infrastructure for active travel, growing Uni-link services, maximising their use and promoting car sharing will ensure the most efficient use of existing assets and systems.

Invest – Prudent expenditure will improve secure cycle parking facilities and routes, develop public transport options and improve the public realm. This will give impetus to modal shift.

1.6 What are the benefits of a Travel Plan?

1.6.1 Travel planning makes sound business sense for the University, providing the following benefits.

Economic

Benefits to the business

- Easy access to University sites is essential if we are to attract and retain the best staff and students and compete with other institutions.
- Reducing car use will help reduce car park maintenance costs.
- Travel planning helps to secure planning obligations.

Benefits to the individual

- Costs associated with private car use have continued to rise, so a change to other modes of transport is an opportunity for financial savings.

Environmental

- Reducing car use should deliver cuts in carbon emissions and other pollutants, helping to tackle climate change and improve air quality.
- The Travel Plan forms part of the University Sustainability Policy and its Environment Management System, which aim to improve the environmental performance of the University and meet commitments set out in the University's Carbon Management Plan (2011).
- The plan plays a key role in recording and monitoring carbon emissions at the University, including Scope 3 emissions associated with indirect transport activities.

Social

- Social benefits include improved health and well-being for staff and students who shift to more active modes of travel such as walking and cycling.
- Staff will benefit from more flexible working options, such as working from home.
- Reducing car use will improve the look and feel of the University, making it a safer and more pleasant place to work and study.
- Tackling car use should be well received by the local community, providing that it does not lead to an increase in car parking in residential areas. We work closely with local Resident Associations to assess the issue of off-site parking associated with the University, and have supported the creation of residential permit zones where necessary.

1.7 Travel Survey Results

- 1.7.1 Travel surveys were conducted in 2007, 2009, 2010, 2011, 2013 and 2015 to provide us with information on travel behaviour amongst staff and students. Survey results are used as a primary assessment of our progress towards our Travel Plan targets. Results from the 2013 travel surveys demonstrated that we had exceeded our 2015 targets for staff and undergraduate student single occupant car reduction.

Table 1: Travel Plan progress towards targets (2010-2015)

	Single Occupancy Car Use		
	Baseline 2010	Target 2015	Survey Result 2013
Staff	46.5%	38%	35.8%
Undergraduate Student	10.1%	9%	4.6%

- 1.7.2 The results of the 2015 staff survey show a 1.7% rise in single occupancy car use compared to 2013 survey data, although the percentage (37.5%) remains below our 2015 target of 38%. The mode showing most significant growth is Uni-link bus, rising by 1.4%. The greatest reductions were amongst cyclists (down 2.8%) and rail trips (down 1.2%). Various factors are likely to have contributed to this rise, including falling fuel prices since the 2013 survey, a cooling off of enthusiasm for cycling in the wake of the 2012 Olympics, rising costs for rail travel and natural fluctuation due to staff turnover. Further measures to increase the attractiveness of alternatives, and dis-incentives to car use (most likely car park charge increases) will be needed to redress this trend and deliver against our 2020 target.
- 1.7.3 In previous versions of the Travel Plan we presented separate modal split data for Postgraduate students, with associated separate targets. Response rates amongst Postgraduates have generally been low (2% in 2013, 3% in 2015) and as a result we are not confident that the survey results are a robust reflection of travel habits. We have therefore decided to remove separate statistics for Postgraduates at this stage, and will reconsider our approach to data collection for the next round of surveys in 2017.
- 1.7.4 The results of our Travel Surveys are set out in figures 1, 2 and 3.

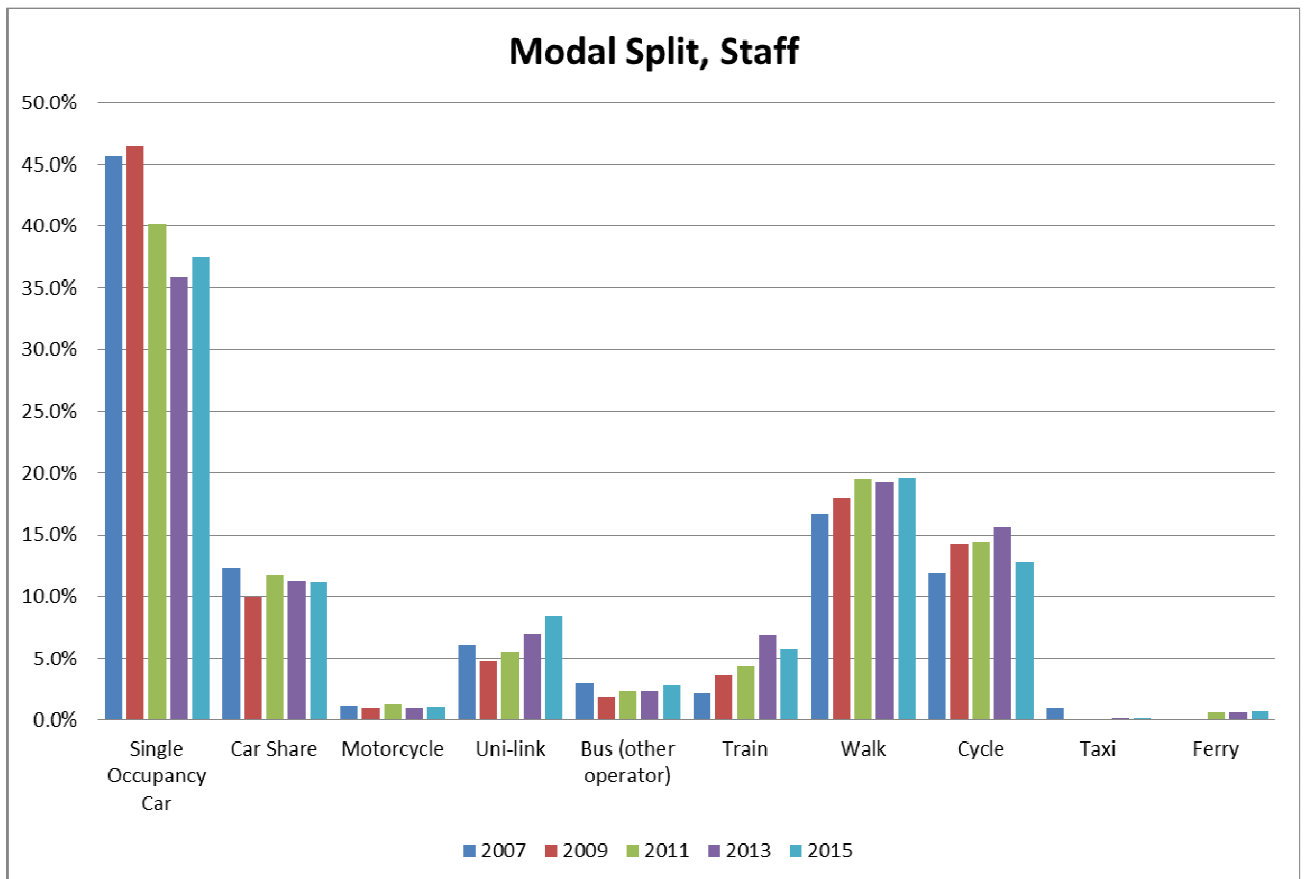


Figure 1: Modal split, Staff travel, 2007-2015

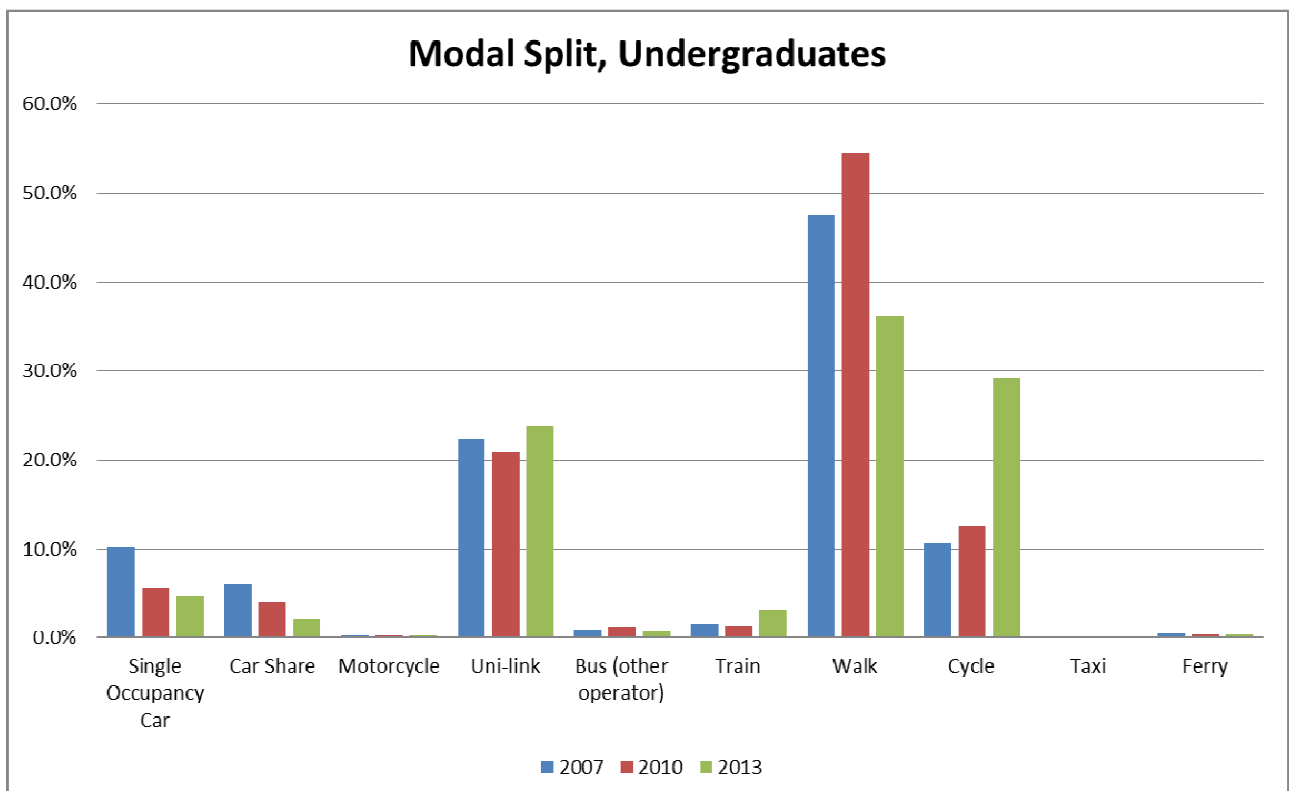


Figure 2: Modal split, Undergraduate student travel, 2007-2013

1.8 Targets 2015-2020

- 1.8.1 We have established a set of targets for the 2015-2020 Travel Plan review period, using our 2013 survey data as a baseline. Our targets for staff and undergraduates are set out in tables 2 & 3.

Table 2: Staff commuting travel mode targets

	2010-2015 Baseline Data	2015-2020 Baseline (Survey Data 2013)	Survey Data 2015	Target 2020
Single occupancy car	46.5%	35.8%	37.5%	30%
Car share	10.0%	11.3%	11.2%	12%
Uni-link	4.8%	7.0%	8.4%	8%
Bus (other)	1.9%	2.3%	2.8%	3%
Walk	17.9%	19.3%	19.6%	20%
Cycle	14.2%	15.6%	12.8%	17%
Motorcycle	1.0%	1.0%	1.1%	1.5%
Train	3.6%	6.9%	5.7%	7.5%
Other (eg taxi, ferry)	1%	0.8%	0.9%	1%

Table 3: Undergraduate student commuting travel mode targets

	2010-2015 Baseline Data	2015-2020 Baseline (Survey Data 2013)	Target 2020
Single occupancy car	10.1%	4.6%	3%
Car Share	6.0%	2.1%	1.5%
Uni-link	22.3%	23.8%	24%
Bus (other)	1.0%	0.8%	1%
Walk	47.5%	36.1%	36.5%
Cycle	10.6%	29.1%	29.5%
Motorcycle	0.3%	0.2%	0.5%
Train	1.5%	3.1%	3.5%
Other (eg taxi, ferry)	0.4%	0.3%	0.5%

- 1.8.5 As with previous revisions of the Travel Plan, the overall objective is to maintain an on-going reduction of single occupancy car use, with resultant increases in travel by sustainable modes. The targets set within tables 2, 3 and 4 are considered to be realistic and achievable within the 2015-2020 review period, whilst maintaining the positive momentum achieved during the 2010-2015 period.
- 1.8.6 Progress against these targets will be monitored using the techniques set out in section 1.9. The objectives set to help us achieve our targets are summarised in chapters 3-9, and within the Travel Plan Action Plan (Appendices 1, 2 and 3) which will continue to be updated on an annual basis as part of the on-going monitoring of the Travel Plan.

1.9 Monitoring

- 1.9.1 We will continue to monitor travel-related activities to ensure that the reductions achieved against our targets are maintained. Table 5 identifies means of monitoring different modes of travel, and the exact monitoring will depend on the specific measure being reviewed (**Objective 1.1**).
- 1.9.2 Staff and student travel surveys are the main way we assess our progress. The next survey of students will take place in March 2016, with the next staff survey following in June 2017 (**Objective 1.2**). Results will be assessed against our 2020 Travel Plan targets.

Mode	Monitoring method
All modes	Staff and student travel surveys KPI's reported in Action Plan
Walking	Pedestrian counts along key corridors
Cycle	Cycle counts along key corridors Bikes sold through the Uni-Cycle project Bikes repaired by Bike Dr Services Bike locks, lights and helmets sold by Uni-link Office Number of applications for cycle to work scheme Demand for cycle parking facilities Demand for other cycle facilities (showers, lockers etc)
Bus	Review of bus patronage based on ticket sales Review of bus patronage based on smartcard transactions Feedback from Uni-link Focus Group Feedback via email/social media Mystery shopper results
Car	Number of parking permits issued Number of car share permits issued & number of registered car sharers Number of flexible parking permits issued Number of parking fines issued Feedback from local resident groups on residential parking
Other	Membership of Uni-Cycle facebook group Number of deliveries made during peak hours Percentage of staff working from home or working compressed weeks Video conference booking information Carbon emissions from University vehicles Scope 3 emissions from University travel activity (commuting and business travel)

Table 5: Summary of monitoring methods

- 1.9.3 In July 2014, the University achieved the international standard ISO14001 for implementation of our Environmental Monitoring System (EMS). All activities with an environmental impact are considered within the EMS, including transport, and the Travel Plan is recorded as a key EMS document.
- 1.9.4 The Travel Plan and associated travel survey is used to collect data on commuter carbon emissions, following the methodology set out by HEFCE for recording Scope 3 emissions (**Objective 1.3**). This data contributes to the University Carbon Management Plan, and we have funded an EngD project to develop our methodology further. Comparison of 2013 and 2015 staff travel data suggests that Scope 3 emissions from commuting have decreased by 27.7 tonnes during this period, based on comparable DEFRA conversion factors (**Objective 1.3.1**).

2. Changing Behaviour

2.1 Introduction

2.1.1 It is evident that there are high levels of walking, cycling and bus travel among students. Uptake by staff is lower but has increased steadily since the Travel Plan was introduced, and the ongoing objective is to maintain this trend. A range of measures to encourage more sustainable modes is essential to achieve a reduction in car use and use of alternative transport modes.

2.1.2 The precise mix of measures to bring about this change is based on the following hierarchy (**Objective 7.1**):

- Remove/reduce the need for travel
- encourage active travel (walking and cycling)
- encourage use of public transport
- encourage car sharing
- provide personal travel planning information

2.1.3 Measures have been introduced to support different groups, recognising that concentrating all efforts on cycling, for example, will not help those who cannot or do not want to cycle and will therefore not change their behaviour. The plan outlines measures that encourage more sustainable travel habits first, rather than those that penalise those who choose less sustainable modes.

2.1.4 Economic instruments, such as salary sacrifice schemes, can help incentivise a change in travel mode. We have implemented salary sacrifice schemes to reduce costs to both staff and the business and will continue to seek opportunities to introduce such schemes, although we recognise that the current economic climate and changes to HMRC rules governing salary sacrifice arrangements will affect the viability of such schemes.

3. Smarter Working: Reducing the Need to Travel

3.1 Introduction

3.1.1 In terms of sustainability, reducing the need to travel is the best option of all, and measures to reduce travel such as home working or teleconferencing offer financial and productivity benefits. However, these measures require a cultural shift and greater understanding of available IT infrastructure.

3.1.2 Smarter working covers a number of measures that can eliminate or reduce the need for travel, including:

- flexible working practices
- home working
- teleconferencing and videoconferencing
- sympathetic timetabling

3.1.3 Smarter working is about using time more effectively, for example by avoiding driving at peak hours when congestion is worst or choosing to use public transport and working while travelling.

3.2 Current Situation

3.2.1 Some members of staff already work flexibly. The University has flexible working policies in place and staff have been consulted on a working from home policy. Many staff prefer to work from home at certain times. However, flexible working may not be an option for some because of the nature of their work.

3.2.2 We are constantly looking to improve space utilisation, the efficiency of our workforce and provide a better service to students. Information and Communication Technology (ICT) is key to improving the way staff and students work and will play a vital role in any changes to flexible working policies. Staff and students can already remotely access the University network and have access to teleconferencing and videoconferencing facilities, and WIFI is available across University campuses and on all Uni-link buses.

3.2.1 We are working with Southampton City Council (SCC) to investigate options for delivery consolidation to reduce the number of delivery journeys associated with University operations.

3.3 Improvement Measures

3.3.1 Flexible working

There are a number of ways of implementing flexible working, including:

- Flexi-time: where staff can choose how to work their weekly or annual hours, and choose their daily start and finish times, which may be different for each day of the week
- Flexi-hours: where staff are allowed to come in and leave earlier or later than normal, but must adhere to the times chosen
- Flexi-working: where staff can work overtime and take time off in lieu, or work a compressed week: for example, take one day off a fortnight or week, so long as the required number of hours are worked

The University has considered options for extending its working time and has made changes to its flexible working policies (**Objective 3.1**). Any further changes to these policies must be considered at a strategic level in relation to the University's overall business objectives and therefore cannot be delivered purely through the Travel Plan.

3.3.2 Working from Home

Working from home is an option for some University staff, but will not be suitable for all owing to existing working practices. Being allowed to work from home regularly will have a similar impact on car use as flexible working. As the University Human Resources department continues to develop its home working policy, the Travel Plan will monitor the effect this has on staff travel (**Objective 3.2**).

3.3.3 Teleworking, Teleconferencing and Videoconferencing

Continuing improvements in ICT provide opportunities for staff and students to work differently.

Teleworking offers staff the chance to work away from their normal workplace, either at home or at a satellite office location. Public workstations are available at University campuses, providing work space and access to University systems to allow staff to work away from their normal work base on an ad-hoc basis.

Teleconferencing using videoconferencing and/or audio-conferencing facilities, allows business meetings to be conducted from a distance, with participants and documents viewed on-screen.

The University I-Solutions department have developed videoconferencing facilities at the University, and manage bookings (**Objective 3.3**). Facilities are promoted on the University I-Solutions and Transport websites. Provision and upgrading of videoconferencing facilities is considered as part of the refurbishment of meeting spaces at University, increasing the availability of such facilities.

The University will continue to review opportunities for teleconferencing and videoconferencing, and improve the way existing facilities are promoted to staff and students (**Objective 3.3.1**). In addition to formal videoconferencing facilities, we will support the use of less formal technology such as Skype and Apple FaceTime which can also reduce the need for business journeys.

3.3.4 Timetabling

There is potential to reduce peak-hour traffic congestion (8–9am, 5–6pm) by timetabling student activities so that students travel outside peak hours. The University has considered the impact of an 8am-8pm operational day, to spread University activity over a longer period, and operating hours for services such as the library have been extended.

The University will continue to review timetabling and investigate opportunities to reduce peak traffic flow (**Objective 3.4**). The action to review timetabling is outside of the influence of the Travel Plan to deliver, but we will consider the implications of any proposals in terms of transport impact and feed this back to the wider University.

4. Active Travel: Encouraging Walking and Cycling

4.1 Introduction

- 4.1.1 Walking and cycling are established modes, which produce no emissions, improve health and require relatively little infrastructure.
- 4.1.2 Walking is a simple, free and healthy activity that easily connects to all destinations around the University estate, and is often the quickest route to local destinations. A mile is on average a 20-minute walk. By walking just one day a week instead of using the car, traffic levels would be significantly reduced.
- 4.1.3 Cyclists can save travel time by avoiding waiting in traffic, moving through congestion where it is safe to do so. Once an individual route has been researched and tried, confidence will grow, and the journey time will become predictable. Twenty minutes of cycling burns up to 100 calories, and the average speed that cyclists travel is typically 10-15mph, comparable to a car travelling on congested roads.
- 4.1.4 Both walking and cycling save money. Escalating fuel costs have made car ownership considerably more expensive in recent years, with a typical car costing in the order of £60-£80 to fuel, whereas walking and cycling only require an initial outlay for equipment and (for cycling) minimal maintenance costs.
- 4.1.5 Promoting walking and cycling as a means of travel between sites is a crucial way of reducing car trips and promoting sustainable development. Improvements to infrastructure are undertaken to ensure that these modes are as safe and convenient as possible. In addition, on-going measures are needed to improve the perception of walking and cycling and promote the facilities that are available.

4.2 Current Situation

- 4.2.1 A large number of students (36%) and staff (20%) already walk to their place of work or study. A network of walking routes connects the Highfield, Boldrewood and Avenue campuses with halls of residence and other locations in Southampton. Similarly, it is easy to walk to Winchester School of Art from elsewhere in the city.
- 4.2.2 Cycling makes up a significant percentage of travel to, from and within the University estate in Southampton. However, there appears to be limited growth in cycle use at WSA, even though there is good cycle infrastructure locally.
- 4.2.3 Walking and cycling routes between sites are generally along the highway network. Almost all urban roads have footways provided on both sides of the carriageway and signalised pedestrian crossing facilities are provided at most major junctions. The local cycle network generally consists of quiet streets with a growing network of dedicated cycle lanes. In particular, Southampton Common provides a network of shared space paths for journeys south and west of Highfield. Walking and cycling maps for popular University destinations are provided on the transport website.
- 4.2.4 The University provides both covered and uncovered bike storage facilities at all academic and residential sites. Access to secure storage is provided by smartcard, available from the Uni-link Office for an annual fee of £10. Shower and locker facilities for staff are provided in some buildings, and a map to help locate these facilities has been developed as part of the University 'Open Data' project. NOCS Facilities staff manage the cycle facilities at the Oceanography Centre and have gradually expanded the amount of storage provided to meet demand.
- 4.2.5 A cycle rental scheme (Oybike) was trialled at the University in 2007-2008. Unfortunately, it failed to attract staff or students and the contract was cancelled. One of the main reasons the scheme failed was the lack of bike rental stations in the city.
- 4.2.6 The University runs a Cycle to Work scheme. This allows staff to buy a bike for commuting at a reduced cost and the scheme can now be accessed all year round. Currently Cycle to Work is run with CycleScheme, with an increased uptake compared to the previous scheme organised through Halfords. NOCS also run a separate Cycle to Work scheme for Natural Environment Research Council (NERC) staff.

4.2.8 The University operates the 'Uni-Cycle' project, where bikes abandoned at the University are recycled and sold back to students and staff at a low cost (£30-£50 per bike). The project also provides free cycle spares to students and staff, discounted bike lights, helmets and D-locks, and a weekly Bike Dr service. The project has attracted University and HEFCE funding, and has been shortlisted twice for a Times Higher Education award under the "Outstanding Contribution to Sustainable Development" category.

4.2.9 New cycle facilities are provided as part of the on-going development of the University estate.

4.3 Improvement Measures

4.3.1 Infrastructure

4.3.1.1 The University recognises that good walking and cycling routes are essential; they should be as direct as possible, well lit and well maintained. The existing network of roads and paths across our campuses are regularly reviewed from a walker/cyclist perspective to see if improvements such as shortcuts or opening up alternative entrances and exits can be made, and to identify any maintenance issues. Priority is given to the pedestrian and cyclist over the motorist wherever practicable. This helps to convince people to change their mode of travel and improves the feel and safety of our campuses.

4.3.1.2 To create a step-change in behaviour by persuading people to walk and cycle, a number of 'showcase' routes have been targeted. It is proposed that these routes be comprehensively improved to create attractive, coherent and safe walking and cycling corridors for staff, students and the general public.

4.3.1.3 Routes identified as suitable for upgrade to 'showcase' walking and cycling routes are:

- Avenue Campus to Highfield Campus
- Glen Eyre Halls to Highfield
- Boldrewood Campus to Highfield

4.3.1.4 We are working with SCC officers to develop these routes (**Objective 4.1**) with financial support proposed via the Local Sustainable Transport Fund (LSFT) (**Objective 9.3.1**). The following progress has been made during the period covered by the Travel Plan:

4.3.1.5 Avenue Campus to Highfield Campus

The above route (commonly referred to as 'Lovers Walk') has been the subject of detailed discussions with SCC who recognise the need to update the existing infrastructure to provide an improved environment for all pedestrians and cyclists, not just University staff and students. We have hosted consultation events and funded ecology surveys along the route (**Objective 4.1.1**), and are now supporting SCC in progressing proposals which include the following elements:

- Improving the southern entrance to the Highfield Campus from Southampton Common, including wider steps suitable for use by pedestrians and cyclists, path widening, landscaping/traffic calming, and improved signing to highlight this as a point of access.
- Reduction of vegetation and improvements to surfaces to widen the route, open up sightlines and improve personal security.
- Upgrades to lighting to ensure that the route is well lit in evenings and to improve personal security.
- Improved signage along the route between Avenue and Highfield campuses. This was achieved in September 2014 via the installation of 'Legible Cities' Wayfinding totems and directional signage, jointly funded by the University and SCC.

4.3.1.6 Glen Eyre Halls to Highfield Campus

We are currently discussing potential improvements to the crossing facilities at the junction of Glen Eyre Road and Burgess Road with SCC Officers, which forms a significant pinch-point on this route. Proposals include footway widening and an interface with the Lovers Walk project (**Objective 4.4.1**).

4.3.1.7 Boldrewood Campus to Highfield Campus

Assessment of pedestrian and cycling facilities between the Boldrewood site and Highfield Campus were included within the planning application to redevelop the Boldrewood site (**see Action 9.2**), including monitoring of crossing facilities and improving access to cycle storage on the site. Cycle route markings were installed along Burgess Road between the Boldrewood Campus and the Glen Eyre Road junction in November 2014, funded by the University.

4.3.1.8 Pedestrian and cycle links between NOCS, Dock Gate 4 and the city centre (**Objective 4.2**) have been improved as part of the 'Platform for Prosperity' project. Cycle network improvements have also been undertaken in Winchester, between the Erasmus hall of residence and the WSA site (**Objective 4.3**). These improvements are managed by SCC, Hampshire County Council (HCC) and other local stakeholders, with support from the University where appropriate. Improvements to the infrastructure also benefit neighbouring organisations and the wider community.

4.3.2 **Signs and Information**

4.3.2.1 Wayfinding between University Campuses has been improved by the installation of 'Legibile Cities' navigational totems and finger posts. This project was implemented by SCC in September 2014, and the University provided funding for signs on routes between campuses (**Objective 4.4**). Work is underway to further improve wayfinding on and around University campuses, including online resources and physical signs.

4.3.2.2 Online walking and cycle maps are available from the University's transport website (**Objective 4.5**). The maps show suitable walking and cycling routes to common destinations, indicating distances and times. We are committed to regularly review and update these maps (**Objective 4.5.1**).

4.3.2.3 A 'new starter' pack provided to staff when they join the University includes information on cycle facilities (parking, showers) and staff benefits such as the Cycle to Work scheme (**Objective 4.6**). The pack also includes links to the transport website, which in turn provides access to the Southampton city cycle map and maps covering the Eastleigh Borough and Winchester City Council areas. There are also links to University cycle maps, showing routes from the halls of residence to the main campuses and national Sustrans network routes.

4.3.3 **Cycle Parking**

4.3.3.1 Secure undercover cycle parking is important to enhance the attractiveness of cycling. Cycle parking needs to be convenient if it is to be used and should be located as close to building entrances as possible. It is preferable to provide small clusters of stands near buildings rather than parking at one central point (an approach endorsed in the most recent parking standards published by SCC). Secure cycle sheds are generally covered by CCTV, and fitted with door alarms and automatic lighting to deter theft.

4.3.3.2 The vast majority of cycle storage provided on University campuses are 'Sheffield' cycle stands, and other types of stand have been replaced to provide a consistent quality of storage (**Objective 4.7**). We will continue to review storage, identifying areas for improvement and opportunities to increase capacity. The following works have been completed since adoption of the Travel Plan:

- New cycle cages built at Highfield to provide 188 additional spaces: by B39 (28 spaces), beneath B53 (48 spaces), beside B85 (32 spaces), beside B22 (40 spaces), beside B44 (40 spaces)
- Extended cycle store by Student Union shop (48 spaces)

- Additional secure storage at Avenue Campus (40 spaces)
 - Extended cycle shelters at NOCS
 - 368 additional/replacement Sheffield spaces (Highfield Campus)
 - New cycle store at WSA (40 spaces)
 - New cycle store at Boldrewood (40 spaces), plus 120 external spaces.
 - Refurbished cycle store at Bencraft halls of residence (48 spaces)
 - New cycle store at Gateley halls of residence (40 spaces)
 - Cycle storage at Mayflower Halls of Residence (400 secure spaces, 54 external spaces)
 - New cycle stores at Montefiore Halls of Residence (80 spaces)
- 4.3.3.3 Cycle parking provision has been reviewed at WSA (**Objective 4.8**), and a new cycle store was installed on the site in May 2013 (**Objective 4.8.1**).
- 4.3.3.4 Access to secure cycle storage sheds is renewed on an annual basis and is provided via University smartcard (**Objective 4.9**).
- 4.3.3.5 The ‘Uni-Cycle’ project was introduced in 2010 and plays an important role in clearing cycle storage of abandoned cycles and bike locks, as well as providing a source of affordable bikes and cycle spares for students and staff. The project has expanded to include provision of subsidised D-locks, bike lights, reflective bag covers, rider training and a fortnightly Bike Dr Service (see 4.4.5.5). We will continue to develop and expand the project (**Objective 4.9.1**) with support from other University departments (notably security) and the Students Union. 212 bikes have been sold through the project so far.
- 4.3.3.6 Staff and students are told not to obstruct other facilities, such as fire doors, when parking their bikes (**Objective 4.10**). Information on cycle etiquette is provided on the transport website, and via the cycle rules and regulations that anyone using our secure cycle storage are required to sign. Bikes parked inappropriately are tagged, and removed when necessary.
- 4.3.4 **Showers and Equipment/Clothing Storage Facilities**
- 4.3.4.1 Showering facilities can encourage people to walk and cycle, particularly those travelling longer than average distances. Shower facilities are available at each campus for those who have walked or cycled, and are highlighted on the University Open Data amenity map. We continue to look for opportunity to promote existing facilities (**Objective 4.11**), improve facilities, and provide new facilities where there is a demand (**Objective 4.11.1**).
- 4.3.4.2 Storage facilities (typically lockers) allow walkers and cyclists to store equipment and clothing in a safe location. Lockers are provided in some buildings, and we will review the location and use of these lockers before deciding whether additional facilities are required (**Objective 4.11.1**). Lockers are not required at halls of residence because students can store equipment and clothing in their rooms.
- 4.4.5 **Training and Other Incentives**
- 4.4.5.1 Cycle training can encourage people to cycle by increasing their skills and confidence. Cycle training is available through SCC’s ‘My Journey’ campaign (<http://www.myjourneysouthampton.com/skillstraining>) (**Objective 4.12**), and is promoted at cycling events, in the Uni-link office and via the transport website.
- 4.4.5.2 We have explored the option to introduce a bike rental scheme at the University but have not identified an approach that would meet the demands of the University. Feedback from other institutions indicated that the benefits of rental schemes are often low, whilst costs are prohibitively high. We have therefore chosen not to pursue this option at present (**Objective**

4.13). SCC has introduced a commuter bike rental scheme at Southampton Central Station (Brompton Dock) and we have negotiated a discounted rate for staff and students wishing to utilise this scheme, publicised on our employee benefits website.

- 4.4.5.3 Changes to the cycle-to-work salary sacrifice scheme supplier in 2010 resulted in an increased uptake of the scheme (**Objective 4.14**). Uptake has remained high despite HMRC revisions to salary sacrifice schemes in 2011 (which have reduced the benefit to staff) and economic uncertainties. Figure 4 provides a summary of uptake since September 2010. The University continue to promote the scheme and monitor uptake (**Objective 4.14.1**).

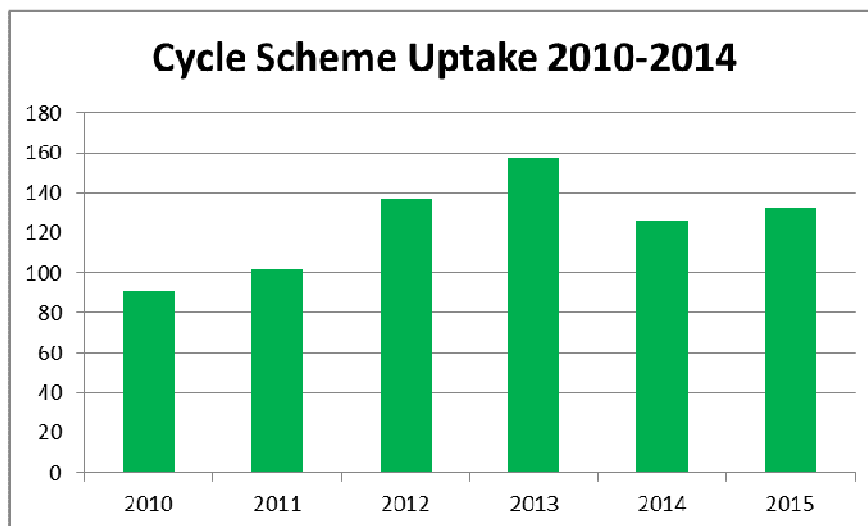


Figure 4: Cycle Scheme Uptake

- 4.4.5.4 We have investigated the benefits of introducing a walking and cycling buddy scheme at the University, and have discussed the performance of such schemes with other universities that have introduced them (**Objectives 4.15 and 4.16**). Feedback has indicated that such schemes are not particularly beneficial, and as a result we have decided to concentrate on other initiatives.
- 4.4.5.5 Provision of a Bike Dr was reviewed as part of the 'Uni-Cycle' project and sessions have been run on the Highfield Campus since February 2011 (**Objective 4.17**). Sessions have also been run at NOCS, Boldrewood and Avenue Campus during cycling events. Demand for this service remains very high and frequency increased from monthly to fortnightly in September 2013 (**Objective 4.17.1**). We continue to monitor demand for the Bike Dr, and have extended services to other campuses and halls of residence (**Objective 4.17.2**).
- 4.4.5.6 We have reviewed the provision of a 50p mileage allowance for cyclists with the University procurement and finance teams. Uptake of the current allowance (10p per mile) is extremely limited, and discussions with other universities indicate that an increased allowance has not been an effective measure to increase bicycle use. We have therefore decided not to pursue this objective at present (**Objective 4.18**).
- 4.4.5.7 A range of active travel events are held throughout the year, including awareness events to coincide with the start and end of British summer time, Uni-Cycle events, Freshers Week, and externally organised campaigns such as SCC's Commuter Challenge. We will continue to hold such events and explore other options to promote or support active travel (**Objective 4.19**).

5. Encouraging Public Transport Use

5.1 Introduction

5.1.1 Public transport is split into four categories (bus, rail, ferry and taxi), with bus being the dominant mode of transport currently used by staff and students. The provision of good, reliable, cost-effective, clean public transport, supported by high quality customer care is essential if car users are to be encouraged to move towards these forms of transport.

5.2 Current Situation

5.2.1 Bus

5.2.1.1 The University operates the Uni-link bus service, which has grown from the original intention of providing an inter-campus service into a network that is popular with residents of Southampton. Patronage has grown substantially since the service was introduced (Figure 5), and Uni-link is now considered to be a key public transport provider within Southampton.

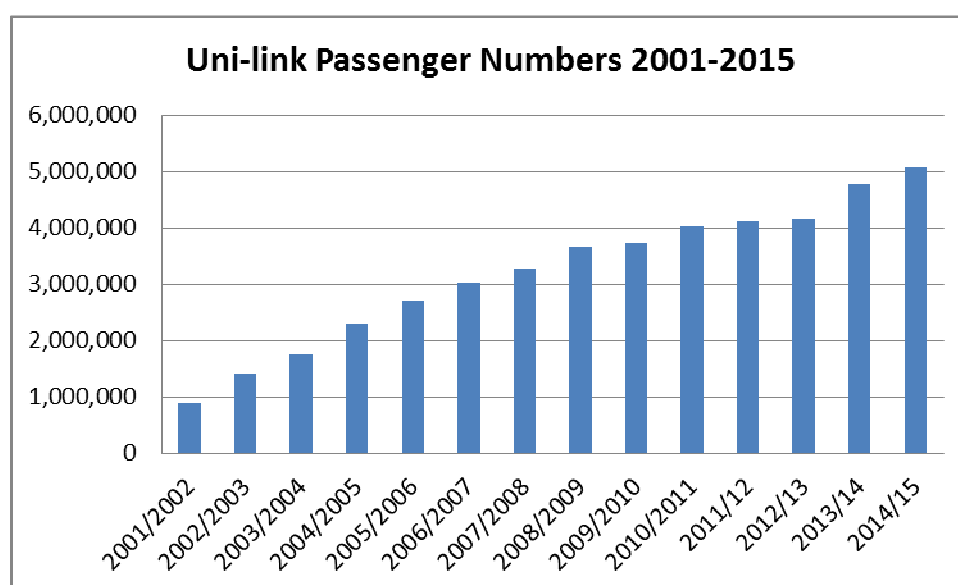


Figure 5: Uni-link Passenger Numbers 2001-2015

5.2.1.2 Go South Coast (GSC, part of the Go-Ahead Group) won a 10 year contract to provide the Uni-link service, commencing in 2008. 30 buses are now in service and the contract offers many opportunities for growing the network. The bus fleet was replaced in September 2013 to mark the mid-point of the contract, allowing us to select vehicles with more efficient engines that emit less carbon and other pollutants.

5.2.1.3 Uni-link services account for 24% of student journeys to University campuses. Other bus services account for relatively few journeys (2%).

5.2.1.4 Compared to students, relatively few members of staff commute to the University by bus, mainly due to the limited scope of the Uni-link network. Efforts to increase staff use of the Uni-link bus service have therefore initially concentrated on increasing the number of inter-campus journeys made by bus, and promoting the use of through-ticketing with other services. Survey results indicate that staff use of Uni-link services continues to grow.

5.2.1.5 Uni-link operates four routes (the U1, U2, U6 and U9) that provide a comprehensive network between University sites and the city centre (see www.unilinkbus.co.uk). As a result of passenger growth and the redevelopment of the Highfield bus interchange, frequency on the U1, U2 and U6 services has been increased; the U1 service increased from every 15 minutes to 10 minutes in September 2010, and again to 7.5 minutes in September 2013, the U2

increased from every 30 minutes to 10 minutes in September 2014, and the U6 service increased from every 30 minutes to 20 minutes in September 2011, with a move to double decker vehicles in 2013 to provide additional capacity.

- 5.2.1.6 A variety of flat rate fares are offered, including single journeys (£2 each), all-day passes (£3.50), and period tickets (ranging from seven days for £14 to an annual pass for £375). Discounted period tickets are available for University staff and students.
- 5.2.1.7 Smartcards are in use on Uni-link bus services. We are working with SCC and other stakeholders to support proposals for wider cross-ticketing on public transport in and around Southampton (linked to a LSTF project, **Objective 9.3.1**). Through-ticketing between Uni-link, Bluestar and Wilts & Dorset services has been introduced and GSC has observed an increase in cross-ticketing journeys following the introduction of 'Key' Smartcards in June 2013.
- 5.2.1.8 A trial of on-bus Wi-Fi technology was conducted on the U1 route in August 2007, and led to the service being provided on all Uni-link buses from 2012. A Wi-Fi survey was carried out in November 2013 to review passenger opinions of Uni-link services, receiving positive feedback from passengers.
- 5.2.1.9 Other bus services run in the vicinity of the University estate, provided by Bluestar, First Hampshire and Xelabus. The Bluestar 1 route connects with WSA, with services running from Southampton city centre to Winchester via Chilworth and Chandlers Ford. Discounted 90-day tickets are offered to students at WSA, providing access to the Bluestar and Uni-link networks.
- 5.2.1.10 The Highfield Bus Interchange was significantly redesigned during the summer of 2010, in partnership with SCC and GSC. The facility is centrally located and is mainly used by Uni-link services, although coaches also have access. The redevelopment was a solution to health & safety issues identified with the interchange, minimising conflicts between different users and providing a much improved arrival destination at the Highfield Campus. The redevelopment also provided extra capacity, and allowed the service increases identified in 5.2.1.5 to take place. The project has been a significant improvement to the Highfield Campus.
- 5.2.1.11 Uni-link services are audited by a mystery shopper company on a monthly basis to review customer perception. We have set ourselves a target score of 90% customer satisfaction, and the average score currently sits at 92%. A passenger panel was introduced in 2013 to provide more detailed feedback on services, although participation from passengers was low.

5.3 Improvement Measures

5.3.1 Information

- 5.3.1.1 Lack of information and poor knowledge of available services remains a significant barrier to public transport use. Up-to-date, easily accessible information and easy-to-understand timetables are essential to help convince people to use public transport. Detailed information on Uni-link services is provided at bus stops, in the Interchange and online (www.unilinkbus.co.uk). Printed timetables on relevant bus, rail and coach services are available from the Uni-link office and at various information points across our campuses. Links are also available on the transport website (www.southampton.ac.uk/transport). A Uni-link app launched in April 2014, providing the option of mobile ticketing and links to service information. We will continue to provide information on public transport using a variety of media (**Objective 5.1**).
- 5.3.1.2 Real-time information (RTI) is provided on the Highfield campus via an information totem in the Interchange (**Objective 5.2**).
- 5.3.1.3 We are keen to explore other ways to provide public transport information, including mobile applications, online services and social networking. An I-Phone app to provide Uni-link RTI information has been produced and we work with GSC to maintain a Uni-link facebook group and Twitter feed, which has proven particularly useful during periods of service disruption (snow in Feb 2012, for example). The University Open Data service includes an application to provide desktop access to RTI data. We will continue to investigate opportunities to promote Uni-link using online services and social networking (**Objective 5.2.1**).

5.3.2 Growth of the Uni-link network

- 5.3.2.1 The 10-year contract with GSC provides an opportunity to review the Uni-link network and consider how it integrates with the Bluestar network. We hold monthly meetings with GSC and work with them to review the routes and frequency of Uni-link services (**Objective 5.3**). Between September 2010 and September 2015 Uni-link experienced passenger growth of approximately 26%.
- 5.3.2.2 The core Uni-link network is structured to connect University campuses and accommodation sites, and is therefore a valuable resource for staff travel across the estate. We promote the use of multi-trip bus passes by staff (to replace cross-campus car journeys) by making passes available at building receptions that can be signed out by staff in a similar way to cameras and laptops. We will seek opportunities to expand this scheme and continue to monitor its popularity (**Objective 5.3.1**).
- 5.3.2.3 The University Entitlement scheme, introduced in September 2012, provided first year undergraduate students with a £300 allowance to be spent on University goods and services. We promote Uni-link academic bus passes as one of the available products, and facilitate sales via the University website and in the Uni-link office (**Objective 5.3.2**). This scheme will be discontinued from September 2016.
- 5.3.2.4 We work closely with GSC and SCC to explore funding options and subsidies to support Uni-link services (**Objective 5.4**), including those associated with the LSTF. Uni-link currently receives no external subsidies and aims to provide services on a commercial basis.

5.3.3 Ticketing

- 5.3.3.1 Car parking permit prices are comparable to the price of an annual Uni-link bus pass, so that use of bus services remains a cheaper option than parking for a year (from January 2015, the majority of staff will pay £318 to park, compared to £315 for a bus pass). We will continue to increase the cost of parking permits so that regular bus use remains less expensive than driving and parking at the University (**Objective 6.7**).
- 5.3.3.2 A salary sacrifice scheme for an annual Uni-link bus pass was investigated, but after discussions with the University HR and Finance departments it was not considered deliverable at present due to HMRC rules surrounding such arrangements (**Objective 5.5**).
- 5.3.3.3 The relationship between Uni-link and GSC has allowed the development of through-ticketing options, and the introduction of the 'Key' Smartcard for Uni-link in June 2013 has significantly increased the range and value of tickets (**Objective 5.6**). Some Uni-link products are available as mobile phone tickets, via a dedicated Uni-link App, and we will work with GSC to develop this offer. We will monitor use of through-ticketing with GSC and regularly review the tickets we offer.
- 5.3.3.4 The University and GSC review Bluestar ticket sales at WSA annually, to ensure a suitable service is provided (**Objective 5.7**). Students at WSA are given the option to purchase 90-day tickets for Bluestar and Uni-link at a discounted rate, and demand for these tickets has grown significantly between 2010 and 2014. A multi-trip ticket was piloted in 2011/12 but proved unpopular, so was removed in September 2012. From September 2013, WSA tickets are provided on 'Key' Smartcards (**Objective 5.7.1**) and can therefore be topped up when they expire.

5.3.4 Infrastructure Improvements

- 5.3.4.1 The redevelopment of the Highfield Interchange allowed the University to respond to health & safety concerns raised regarding the previous facility (**Objective 5.8**). The new interchange (developed and funded in partnership with SCC and GSC) provides a safer waiting environment with better supporting infrastructure, including a restroom for drivers and a cafe, as well as creating a far more attractive arrival destination for students, staff and visitors to the University. Since completion of this facility in 2010 Uni-link services have expanded considerably, and we are reviewing the need for additional stop space to cater for further growth. We will continue to monitor the operation of the facility (**Objective 5.8.1**).

5.3.4.2 There are opportunities to improve bus waiting facilities at other locations along Uni-link bus routes. As a minimum, all stops used primarily by University staff or students should have a bus shelter providing a covered waiting area and timetables (**Objective 5.9**). We will continue to work with SCC and GSC to identify areas where improvements are required and discuss how these works might be carried out. GSC carry out a regular review of all stops on the Uni-link network, including waiting infrastructure and information provided at stops.

5.3.4.3 A faculty-operated minibus service between Highfield and Winchester was introduced in September 2015 to provide an additional travel option between sites (**Objective 5.7.1**). The service is currently operating as a pilot scheme, and has proven popular so is likely to continue.

5.3.5 **Bus Priority Measures**

5.3.5.1 Measures such as bus lanes and priority traffic signals can reduce journey times and improve service reliability. We work in conjunction with other major employers in Southampton, and SCC's Bus Punctuality Task Force (BTPF) to encourage the development of bus priority corridors within the city (**Objective 5.10**).

5.3.5.2 It should be noted there are already 'hidden' bus priority measures in place, as the Urban Traffic Management and Control system includes bus priority measures at traffic signal controlled junctions. Public transport corridor improvements were highlighted in the LSTF bid made by SCC, with support from the University and SBL (**linked to Objective 9.3.1**), and further improvements are being driven by the BPTF group.

5.4 **Rail**

5.4.1 **Current Situation**

5.4.1.1 The University estate is not situated directly on any rail routes, although most Southampton campuses can be reached from Swaythling, Southampton Central and Southampton Airport Parkway stations through an easy interchange with the Uni-link buses. WSA is situated close to Winchester Station.

5.4.1.2 Through-ticketing (bus and rail) is available using the nationally recognised PlusBus integrated ticket. Low-cost daily and season ticket rates are available from Southampton Central and Winchester rail stations and are valid within the dedicated zones on Uni-link, Bluestar, First Hampshire and Stagecoach buses. Students are also able to access significant rail discounts by purchasing a student rail card.

5.4.2 **Improvement Measures**

5.4.2.1 We will continue to work with rail operators such as South West Trains and Cross Country Trains to offer best value rail tickets for staff and students who commute to the Southampton and Winchester campuses. Efforts to introduce a discounted season ticket were not successful due to legal licence issues (**Action 5.11**) although we will continue to review other options and promote existing discounts such as student rail card use.

5.4.2.2 Information on the links between rail and bus services for staff, students and visitors is provided on the transport website (**See Action 5.1**). This is reviewed regularly to ensure it remains up-to-date.

5.5 **Taxi**

5.5.1 **Current Situation**

5.5.1.1 The University has tendered for taxi services provided via our procurement department. This process included a review of the environment and sustainability policy for each shortlisted company, which was used in the shortlisting process.

5.5.2 **Improvement Measures**

5.5.2.1 We will continue to use our procurement process to appoint taxi firms that operate a less polluting service, which will then be promoted on the transport website (**Action 5.12**).

5.6 Ferry

5.6.1 Current Situation

5.6.1.1 A proportion of staff and students commute from the Isle of Wight to University campuses (approximately 1%).

5.6.2 Improvement Measures

5.6.2.1 We will continue to work with Red Funnel and the Go-Ahead Group to provide through-ticketing options for staff and students living on the Isle of Wight. The introduction of the 'Key' Smartcard may improve links to Southern Vectis bus services on the island. The ease of travelling from the IoW to the University campuses using public transport is currently promoted on the transport website and in Uni-link bus timetables (**See Action 5.1**).

6. Responsible Car and Powered Two Wheeler (PTW) use

6.1 Introduction

6.1.1 It is recognised that certain people need to travel to the University by car owing to disability, distance from the workplace or need for a car as part of their job.

6.1.2 With a large number of staff driving to work there is an opportunity to promote alternatives, such as car sharing for commuting, together with eco-driving (utilising techniques to reduce fuel use) and using public transport for business travel.

6.2 Current Situation

6.2.1 Car parking is available at all campuses and halls of residence. There are approximately 1,500 car parking spaces available at Highfield, spread amongst dedicated car parks and spaces within the internal road network, in particular around buildings to the east of University Road. This provision includes the pre-booked visitors car park, and Pay & Display.

6.2.2 The NOCS Facilities Team and UHS Commercial Development Team manage car parking at NOCS and SGH respectively. Parking at WSA is managed by contract security staff based at the site.

6.2.3 Our car parking policy sets out the eligibility criteria for staff and students applying for a permit. We charge for parking on-site and operate a system of parking enforcement across our campuses. The cost of the existing annual staff parking permit is based on salary band. Staff residing within three miles of the University cannot apply for a parking permit unless exceptional circumstances exist. Each permit is location-specific.

6.2.4 Parking permits are available for students to park at halls of residence, although first-year undergraduates are not eligible for a parking permit (these students agree not to keep a car in Southampton unless they can demonstrate exceptional circumstances for needing one). Student permits cost £60 per term, equivalent to £240 per annum.

6.2.5 Vehicles that do not display the relevant parking permit, or park in inappropriate places, are liable to receive a penalty charge notice (PCN). We increased the financial penalty of PCN's in September 2013 to act as a greater incentive for responsible use of University parking facilities.

6.2.6 Parking income pays for administration and enforcement, with the surplus used for implementing measures identified within this Travel Plan.

6.2.7 We are signed up to a national car sharing website (www.liftshare.com). Southampton has over 500 registered car sharers listed on the website. Car sharing is an attractive alternative to single-person vehicle occupancy travel, because it offers cost savings for the sharers, reduces vehicle trips and potentially reduces demand for parking spaces. However, there are barriers to lift sharing, including reliability, convenience and a desire amongst car drivers to maintain independence.

6.2.8 The University owns and operates a range of vehicles which are controlled by individual departments and faculties. There is no central booking system for these fleet vehicles, although a system is now in place to monitor the purchase of new or replacement vehicles and ensure the most environmentally friendly option is chosen.

6.2.9 There are currently no park and ride options available in Southampton. Park and Ride facilities exist around Winchester, and are promoted at the WSA site and on the transport website.

6.2.10 There are a number of designated parking areas for powered two wheelers (PTWs) on the Highfield Campus, as well as an active University Facebook group for motorcycle users. PTWs do not need to display a permit to park.

6.3 Improvement Measures

6.3.1 Perceptions of reliability, comfort and personal safety associated with other modes of transport can be challenged through information and promotion (including details of the increasing costs of owning and running a private car). Advertisement of active travel and public transport services should focus on tackling perception of these key issues.

6.3.2 Car Sharing

6.3.2.1 We promote lift sharing via liftshare.com on the transport website, and we will continue to encourage all car park permit holders to sign up as part of their permit conditions. We will continue to promote the scheme to staff and students, and provide information in staff induction packs including details of the reduced permit cost for car sharers (**Objective 6.1**). Car share permit holders increased from 135 in 2010 to 233 in 2015, and we will review other ways to offer support to lift sharers to increase this number (**Objective 6.2.1**).

6.3.2.2 An annual permit acts as disincentive for staff to try car sharing or use alternative transport modes, as staff will get maximum value from using the permit on a daily basis. We introduced a flexible permit option in January 2014 to encourage staff to car share, work flexibly or to use other modes of transport, on the basis that they would save money on days when they do not drive. This permit was piloted through 2014, and has proven popular, so we will continue to provide it and promote its use (**Objective 6.2**).

6.3.3 Car Parking Management

6.3.3.1 Car parking strategies must not discriminate against any particular group and must be balanced with the available alternatives. University car parks are well lit with CCTV coverage, and are patrolled by security officers to ensure that staff and students feel that they and their car are secure and safe (**Objective 6.3**).

6.3.3.2 We carry out on-going improvements to car parking facilities at the University, including road markings, signage, landscaping and surface treatment, with due attention to the wider University Estate Strategy.

6.3.3.3 We work with SCC to monitor areas surrounding the University estate where parking restrictions have been introduced to manage residential parking zones. We will continue to work with various local resident groups and SCC to address the impact of on-street parking by staff and students around our campuses (**Objective 6.4**).

6.3.4 Car Parking Policy

6.3.4.1 Our parking policy is regularly reviewed and then enforced (**Objective 6.5**). Permit allocation is determined on the basis of need and is reviewed against the following criteria:

- disability and/or other exceptional need to drive to work
- car sharers
- essential users
- distance from home to workplace

6.3.4.2 Any policy changes are carefully evaluated, and consultation with those likely to be affected is undertaken. We recognise that our parking policy must be managed sensitively and the reasons behind the changes clearly communicated along with the benefits they will bring.

6.3.4.2 In reaction to the Protection of Freedoms Act 2012, the University ceased enforcing car parking via wheel clamping in December 2011. Parking is managed via the issuing of PCN's by parking attendants employed by the University. We continue to review the way we undertake car park enforcement across the University estate (**Objective 6.5.1**).

6.3.4.3 Some departments provide essential car user permits for a number of their staff. The University Human Resources department is currently reviewing the essential car user policy (**Objective 6.6**) although this is yet to be signed off by the University. As with Action 3.4 this

falls outside of the influence of the Travel Plan, but we will support Human Resources in their decision making and will monitor the impact of policy changes.

- 6.3.4.4 Students are only issued with a University/hall permit if they can demonstrate an exceptional need, such as a disability or carer responsibility (**See Objective 6.5**).
- 6.3.4.5 The existing price structure charges higher-level staff an increased amount for their parking permits. Permit charges were increased in 2010, 2014 and 2015.
- 6.3.4.6 The cost of an annual Uni-link bus pass is used as a benchmark for the average cost of an annual parking permit, with the objective of maintaining car parking as a more expensive option than regular bus travel (**Objective 6.7**). The cost of a Uni-link annual pass is currently £315 for staff, compared to an average annual car parking permit cost of £318 (and considerably more for higher-level staff).
- 6.3.4.7 A number of pricing structures have been investigated for car parking:
- salary band (as existing scheme)
 - percentage of salary
 - CO₂ output as determined by the vehicle excise duty
 - emissions per journey (CO₂/km multiplied by journey length)

At present the University has decided to retain charging based on salary banding. Pricing based on carbon emissions was considered to be over complicated to administer, and the University voiced concerns over the equitable impact on lower paid staff, with consideration given to national vehicle tax based on carbon emissions and fluctuating fuel costs.

- 6.3.4.8 Car park charging is always an emotive issue and should be looked at in combination with providing suitable alternatives, such as incentives for non-car use and car sharing (**Objective 6.8**). These currently include bus passes provided to departments for staff travel between campuses (**Objective 5.3.1**), and the introduction of a flexible parking permit (**Objective 6.2**).
- 6.3.4.9 It is proposed that no additional car parking to that currently provided or identified in development proposals is provided on the Highfield Campus (**Objective 6.9**). This will place a natural cap on the number of commuter car trips generated on the campus. Making parking more difficult will challenge the perception that driving to the University is the easiest form of travel.
- 6.3.4.10 Reserved bays have been removed where possible as demonstration of senior management commitment to this travel plan (**Objective 6.10**).
- 6.3.4.11 It is intended that car parking on the east side of the Highfield Campus be phased out to improve the aesthetic appearance and feel of this part of the campus and to reduce the conflict between car drivers and other modes of transport (**Objective 6.11**). This is identified as an objective of the University Estates Strategy. A project was completed outside our main administrative building during the summer of 2014, which reduced car parking in this area of the campus and provided increased space for pedestrians, cyclists and cycle storage.

6.3.5 PTWs

6.3.5.1 Dedicated parking facilities for PTWs are included within car parks wherever possible (**Objective 6.12**). Feedback from the University Motorcycle Group has expressed an interest in secure, covered motorcycle storage, which we will review (**Objective 6.12.1**). However, it is accepted that significant infrastructure may not be practical given restrictions in available space and with no income from PTW parking. At present there is no intention to introduce a permit system for PTWs.

6.3.6 Visitor Car Parking

6.3.6.1 There are currently 36 bookable spaces for visitors on the Highfield Campus, plus 91 pay & display spaces. The current charge at Highfield (£1 per hour for up to eight hours' parking) is reviewed annually and may be increased in the future to create greater disparity between bus and car costs (**Objective 6.13**).

6.3.6.2 Visitors to the University are encouraged to travel by the most sustainable mode. The transport website and promotional material circulated by departments should always reflect the travel hierarchy set out in 7.2.1 (**Objective 6.14**).

6.4 Fleet Management

6.4.1 We have implemented a 'green' vehicle purchasing policy to ensure that the least polluting and most efficient vehicles are bought (if a vehicle can be justified). Potential purchasers are required to submit details of any existing vehicle, the proposed replacement, details of intended use and a comparison of CO₂ emissions before a decision on approval is made (**Objective 6.15**). We will continue to monitor this process with support from the University Procurement Team.

6.4.2 Objective 6.15 and data collected for the University Estate Management Report provides information on the type and use of existing fleet vehicles (**Objective 6.16**). We have reviewed the option to introduce a centralised booking system to improve the efficiency of fleet vehicle use with the Procurement Team (**Objective 6.17**) but do not consider it feasible to pursue as part of the Travel Plan at present.

6.5 Park and Ride

6.5.1 We are committed to work with the city and other key stakeholders on any proposals to introduce Park and Ride sites that may come forward (**Objective 6.18**). We will continue to promote the existing Park and Ride sites in Winchester to staff (**Objective 6.19**).

7. Business travel and optimisation of supplier deliveries

7.1 Introduction

7.1.1 It is recognised that an essential part of the work of the University involves staff and students travelling off-site to attend meetings, seminars and conferences. However, sustainable travel decisions can be made as an integral part of this process, reducing the impact on the environment and potentially saving money. By revising business travel policies and practices, we can benefit from savings in business travel costs, while staff become more productive and reduce their carbon footprint.

7.1.2 The delivery of services and products to the University generates a lot of traffic to and from campuses and halls. Better coordination of these activities would reduce the amount of traffic coming to the University.

7.2 Improvement Measures

7.2.1 The following travel hierarchy will help to prioritise business travel options:

- remove the need to travel
- walk
- cycle
- public transport
- car share
- car hire
- use of fleet vehicle
- private car
- air travel

We continue to promote this hierarchy for business travel (**Objective 7.1**).

7.2.2 Staff and students are encouraged to question the need to attend a meeting or conference off-site and should investigate the use of teleconferencing or videoconferencing before considering travelling (**Objective 7.1.1**). Information on these services is provided by I-Solutions and on the transport website.

7.2.3 Public transport use is encouraged via the provision of easy-to-understand information on services. The use of rail (where possible) over driving allows staff to work en route. Wherever possible, rail should be used instead of air.

7.2.4 If staff or students need to drive to meetings, they are encouraged to car share or use hire cars through the approved suppliers listed on the University procurement website. Staff and students who choose to use their own vehicle are required to provide copies of their driving licence, MOT certificate and insurance documents to line managers (**Objective 7.2**).

7.2.5 Driver training to assist staff to drive safely and more economically will save time and money and reduce wear and tear on University fleet and private vehicles. We will continue to review training options and opportunities to monitor fleet vehicle use (**Objective 7.3**). Drivers of University fleet vehicles can currently be sent on driver training but the process is not mandatory.

7.2.6 Business mileage rates have not increased since 2006, and will remain frozen to encourage staff and students to use alternatives (**Objective 7.4**). This action is outside of the direct influence of the Travel Plan to deliver, but we liaise with the University Finance Department and represent the objectives of the Travel Plan in any discussions where changes to mileage rates are proposed.

7.2.7 Staff and students organising events are encouraged to consider venue locations to ensure that it can be reached easily by public transport, and promote alternatives to the car to those

attending the events (**Objective 7.5**). The Transport Team provide information on alternative transport options to support University events, including graduation and open days.

- 7.2.8 The timetabling of services and deliveries should be conducted outside peak travel hours (8–9am, 5pm to 6pm) and rationalised wherever possible, to reduce congestion on local roads (**Objective 7.6**).
- 7.2.9 The number of deliveries made to University campuses are reduced where possible through centralising purchasing (managed by the University Procurement Team) to ensure that orders of similar stock are made from one supplier who can consolidate their loads to increase vehicle efficiency (**Objective 7.7**).
- 7.2.10 SCC are promoting a Sustainable Distribution Centre in Southampton, and the University are reviewing whether this type of facility would benefit our operation (and the Travel Plan) with help from the University Transport Research Group, EngD students and the Procurement Department.
- 7.2.10 Information for suppliers on how to find their way to the University is easily available on the transport website and is regularly updated. This information must be communicated to suppliers by our staff. Clear information for suppliers helps to shorten journeys and reduce pollution (**Objective 7.8**).
- 7.2.11 The University is developing a Business Travel Policy. We will have an active role in this process and will seek to align the policy with the objectives of this Travel Plan wherever possible (**Objective 7.9**).

8. Management Measures

8.1 Sustainability Officers

8.1.1 The University has a network of 'Sustainability Officers' who have volunteered to support the delivery of the University Sustainability, and so deliver change at a local level. A pack has been produced to help Officers promote and implement environmental initiatives, including information on how to promote more sustainable travel modes. This group also takes forward transport issues at a local level (**Objective 8.1**). Transport was the topic of a Sustainability Officers workshop in July 2011 and March 2013.

8.2 Relocation Allowances

8.2.1 The original Travel Plan proposed a review of relocation allowances, and suggested introduction of a sliding scale based on accessibility to encourage staff to consider their commute to work when relocating (**Objective 8.2**). On review it was not considered practical to change the existing policy on purely transport grounds; however we work with HR to seek ways to provide clear information on transport options to those relocating to work at the University.

8.3 Travel Information

8.3.1 Information on sustainable travel to and from the University is an important way of encouraging trips by means other than the car. We will continue to update the transport pages on our website to promote sustainable travel modes and produce information in a range of formats (**Objective 8.3**).

8.3.2 Walking and cycling maps have been produced showing links between Southampton campuses and halls, as well as links to adjacent areas such as the city centre, Southampton Common, Portswood, Shirley, SGH, and information on parking for cycles. These publications are available on the transport website (**Objective 8.4**). Maps produced by local authorities (Southampton, Eastleigh and Winchester councils) and active travel organisations such as Sustrans are also available on the Transport website, in the Uni-link office and during active travel events.

8.3.3 On-site wayfinding is under on-going review, with the objective to update existing signs and improve the quality of information across campuses (**Objective 8.5**). Additional campus maps were installed at key locations on the Highfield Campus in 2012. Improvements to highway signage on road approaches to the University were undertaken by SCC June 2014, funded by the University.

8.3.4 All new staff and students are given information on the sustainable travel options available to them. Information includes links to the University transport website and Travel Plan, cycle and walking routes, and Uni-link bus timetables (**Objective 8.6**). This information is regularly reviewed and updated.

8.3.5 Travel information should be tailored to an individual's travel needs wherever possible. Developing personal travel planning helps staff and students make informed decisions about their travel choices, increasing the likelihood they will opt for sustainable modes of transport. Advances in online resources will be used to help deliver this service more efficiently (**Objective 8.7.2**), including the launch of the University Sustainability E-Learning tool (October 2014) and providing journey planning and access to real-time timetabling information. SCC's 'My Journey' campaign has been effective at providing personal travel planning advice and we continue to work with SCC to promote the campaign, including attendance at University events (**Objective 8.7**). We will continue to develop other online applications, supported by SCC LSTF funding, with the aim of providing location-specific travel advice for areas where our staff and students live (**Objective 8.7.1**).

8.4 Publicity and Marketing

8.4.1 A programme of publicity and marketing will continue to be implemented throughout the academic year to encourage staff and students to seek more sustainable travel modes and challenge their use of private cars (**Objective 8.8**). To date this has included involvement in national and local campaigns, such as Walk to Work week, National Cycle Week, SCC's Commuter Challenge, and the Southampton Cycle Challenge. The benefits of sustainable

travel modes are promoted through a variety of media, including the transport website, social media, displays in communal areas around campuses, articles in University and student publications, posters on Uni-link buses and via the students union.

8.5 Health and Safety

- 8.5.1 Transport activity carries with it an inherent element of risk, which can be mitigated by efficient management and proactive measures to identify and control specific points of concern. With the support of the Estates & Facilities Health and Safety Manager we have carried out a transport risk assessment on the Highfield, WSA and Avenue campuses which has produced a prioritised list of locations requiring further work to reduce the level of risk (**Objective 8.9**). We review this risk assessment on at least an annual basis, and will carry out separate assessments for any new transport activity that is identified. This process is used to prioritise projects funded by the transport budget, and also influences the strategic development of the University estate (**Objective 8.10**).

9. Delivering the Travel Plan

9.1 Introduction

9.1.1 Implementing the Travel Plan takes time, effort and financial resources. Senior management commitment is essential in order to demonstrate the necessary leadership and resources to deliver the Action Plan (Appendices 1, 2 and 3). The University recognises that the Travel Plan will never be 'completed' but will evolve over time.

9.2 Senior Management Commitment

The Travel Plan has been endorsed by the Vice Chancellor and senior managers. It is an active component of the University Environmental Management System.

9.3 Strategic Approach

9.3.1 Transport is managed centrally, providing a coordinated and consistent approach to deliver all aspects of travel-related matters. In addition, transport is directly linked to both the development of the estate and environmental management.

9.3.2 The Action Plan identifies objectives delivered between 2010 and 2015, ongoing objectives, and objectives to be delivered between 2015 and 2020. Funding will come primarily from the University, and we will also look to partner organisations to help fund aspects of the plan. In addition, we actively seek funding from other parties to help deliver Travel Plan targets.

9.3.3 Senior management at the University will review progress of the Travel Plan to ensure that sufficient funds are allocated, actions are delivered to time and budget, and recommendations are made for its revision.

9.3.4 The Travel Plan is a 'living' document and will be updated following each staff and student travel survey (**Objective 9.1**). The Action Plan will continue to be updated on an annual basis and shared with SCC. We will seek opportunities to increase overall awareness of the Travel Plan, and the objectives set out in the Action Plan (**Objective 9.1.1**).

9.3.5 Future development of the estate will require travel plans to support planning applications and these will be based on and refer to this overarching plan (**Objective 9.2**).

9.3.6 As the University grows, we recognise the need to assess specific transport needs at new sites. We will carry out site specific travel surveys at new sites within the first year of occupation, to review the effectiveness of measures to support sustainable travel, and will include these sites within the scope of this Travel Plan to ensure they contribute towards our overall objectives, KPI's and targets (**Objective 9.2.1**).

9.4 Partnership Approach

9.4.1 We recognise that, while many of the Action Plan targets are within the University's authority, many will need to be driven by other parties. We have developed strong relationships with a wide range of local and national organisations that are in a position to support the delivery of our objectives, and continue to work with these organisations to improve transport in and around Southampton and Winchester (**Objective 9.3**).

9.4.2 SCC has received funding through the LSTF to deliver sustainable transport improvements within the city. The University worked with SCC during the bid process, and continues to liaise with SCC and other stakeholders to identify and deliver LSTF projects (**Objective 9.3.1**).

9.5 Stakeholders

9.5.1 We recognise that the University's transport activities have an impact on Southampton and Winchester businesses and local communities, and as a consequence there are many internal and external stakeholders who have an interest in this plan.

9.5.2 The main internal stakeholders are staff and students. Information about the plan will be shared with them through a variety of media (predominantly online resources including email, social media, the SUSSED portal and the transport website). Sustainability Officers and

the Students Union help promote and deliver aspects of the plan within departments and faculties.

9.5.3 Our expertise in transport-related research, in particular that of the Transport Research Group, continue to be used to help deliver aspects of the plan. In addition, students are encouraged to tackle University transport-related projects that help identify opportunities for improving travel options and to monitor the plan's progress (**Objective 9.4**).

9.5.4 The main external stakeholders are listed below:

Local authorities	We work closely with SCC on transport matters and have developed a similar relationship with HCC, Winchester City Council and Eastleigh Borough Council officers (Objective 9.5).
Local community	We liaise directly with local residents and resident groups. The University Communications Team publishes <i>Neighbourhood News</i> to inform local people about our work and activities.
Bus	We have close ties with GSC and its parent company the Go-Ahead Group. We are a member of the BPTF which meets on a quarterly basis to discuss issues affecting bus routes in and around Southampton.
Rail	We have developed good links with the major local train operator, South West Trains, to look at ways to introduce additional rail/bus joint ticketing (Objective 9.6). We are stakeholder members of the Three Rivers Community Rail Partnership, who seek to improve local rail facilities and links to public transport.
Cycling	<p>Sustrans work very closely with the University, with the National Cycle Network running close to or via the University estate in Southampton and Winchester. Further joint working has led to the Connect2 scheme being promoted by Sustrans, the University and SCC, and subsidised cycle storage being installed at the Highfield Campus and NOCS.</p> <p>We regularly work with SCC and Sustrans on a range of active travel events and challenges.</p> <p>We have explored an opportunity to work with Sustrans and SCC to create the post of uni-active officer at the University (Objective 9.7), although changes in the structure of the Transport Team and the development of the 'My Journey' campaign have allowed us to use existing resources to deliver active travel objectives.</p>

9.6 Best Practice

9.6.1 The transport issues affecting the University of Southampton are not unique. Other HEIs throughout the UK are also addressing transport issues, and we regularly liaise with them to share best practice via the Environmental Association for Universities and Colleges (EAUC) transport network (**Objective 9.8**). The University of Southampton Transport Manager chairs meetings of this group, typically held three times a year.

9.6.2 We will continue to work closely with other local bodies, such as the Public Sector Sustainable Development Group and SCC Travel Planners Forum, to share best practice locally (**Objective 9.9**).

10 Conclusions

- 10.1 At the time of this review (December 2015), we have made substantial progress with our Travel Plan. Of the 109 objectives currently listed in chapters 3 to 9, and summarised in the Action Plan (Appendix 1), we have assessed 37 as being complete, 11 as being undeliverable at present, and 53 as being an on-going element of the Travel Plan.
- 10.2 Car use amongst staff remains below our 2015 target level, and we have maintained a very low level of car use by students since the Travel Plan was introduced. The most prominent areas of growth have been walking, cycling and public transport use, and we will continue to provide support and investment to make it as easy as possible for people to adopt these modes. We will also increase our focus on other options, such as car sharing and videoconferencing, where uptake has so far been more limited.
- 10.2 The results of our 2013 and 2015 travel surveys (summarised in Chapter 1.7) indicate that we have now achieved, and exceeded, the targets that we set for reducing staff and student single occupancy car use by 2015. We will continue to work towards the 2020 targets established within this review of the Travel Plan.