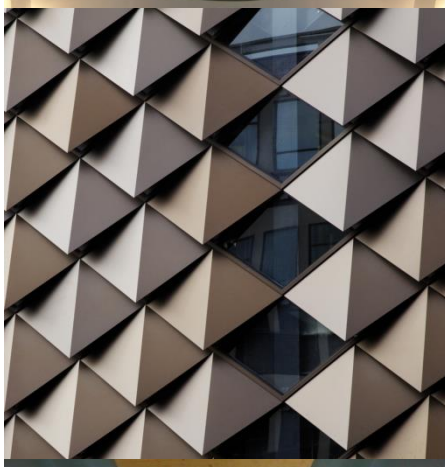

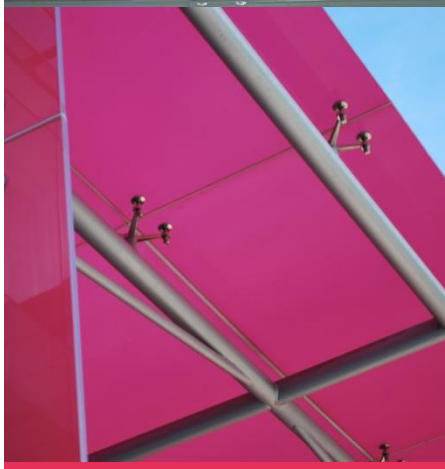

Bayes Business School, 33 Finsbury Square

Draft Full Travel Plan

Curtins Ref: 81007

Revision: 01

Issue Date: 17 March 2022

Client Name: City, University of London

Client Address: City, University of London, Northampton Square, London, EC1V 0HB

Site Address: 33 Finsbury Square, London EC2A 2EP

BIM Reference: 81007-CUR-00-XX-T-TP-00001-V01_Travel Plan

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Rev	Description	Issued by	Checked	Date
00	Initial draft for review	IOR	IOR	18/02/2022
01	Updated comments	IOR	IOR	16/03/2022

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1.0 Introduction

1.1 Introduction

1.1.1 Curtins have been appointed on behalf of City, University of London to produce a Draft Full Travel Plan (TP) relating to the consented Bayes Business School, which is continuing the use of the building as a non-residential institution (use Class D1) to be personal to City, University of London and successor bodies. The site is located at 33 Finsbury Square in the London Borough of Islington.

1.1.2 The site received planning permission in March 2020. The planning reference is: P2019/3742/FUL. Section 106 attached to the planning consent relates to the requirement for a Draft Full Travel Plan and states:

"A written plan to be prepared in consultation with the Council and in accordance with the ATTrBuTE assessment criteria, Transport for London's guidance document 'Travel Planning for new Development in London' and the Council's relevant planning policies which contains a set of measures to be included in the Full Travel Plan"

1.1.3 The ATTrBuTE assessment criteria is no longer being used by TfL. This TP will be in compliant with current TfL Guidance.

1.1.4 The aim of this Travel Plan (TP) is to provide management tools to allow staff, students and visitors to make knowledgeable decisions about their method of travel to school. This is attained by providing a strategy to eliminate any obstacles to sustainable travel.

1.1.5 Details of the relevant contact details will be provided in the next iteration of the TP in **Table 1.1**.

Table 1.1 – Travel Plan Contact Details

Development Address	Travel Plan Coordinator (TPC)	Travel Plan Author
Bayes Business School, 33 Finsbury Square, Islington, London, EC2A 2EP	NAME: TBC when updated to Full Travel Plan Email@email.com	Curtins london@curtins.com

1.2 Site Context

1.2.1 City, University of London have situated the Bayes Business School at 33 Finsbury Square which was previously operated by the University of Liverpool. Finsbury Square is located 300m north-west of London Liverpool Street Station and 400m south of Old Street Underground Station. The expected

occupancy of the building is 481 students and 154 staff. The peak occupancy of the business school has reduced since the hybrid model of teaching has become the norm since the Covid-19 Pandemic.

1.2.2 The location of the site is shown in **Figure 1.1.**

Figure 1.1 – Site Location Plan

1.3 Scope of Assessment

1.3.1 This report follows guidelines set out by the Department for Transport's document 'Guidance on Transport Assessment' (2007) and has been produced in consultation with the following other documents and guidance:

- Transport for London's online 'Travel Plan Guidance' and Travel Planning for new Developments in London, which can be accessed from: https://tfl.gov.uk/info-for/urban-planning-and-construction/transport-assessment-guide/travel-plans ;
- 'Manual For Streets' which can be accessed from: https://www.gov.uk/government/publications/manual-for-streets

1.4 Report Structure

1.4.1 The remainder of the TP is structured as follows:

1.4.2 This Travel Plan follows the structure set out below;

Section 2.0 Travel Plan Benefits

This section provides background information on the benefits which can be derived from a successful Travel Plan. It also sets out key aims and objectives for the Travel Plan process.

Section 3.0 Site Location and Existing Situation

This section describes the existing situation and surrounding area, including the local highway layout.

Section 4.0 Site Accessibility

The accessibility of the site by various means of sustainable modes of travel including public transport, walking and cycling are considered within this section of the report.

Section 5.0 – Travel Patterns

This section describes the previous 2017 travel survey.

Section 6.0 Travel Plan Initiatives

This section identifies measures and initiatives that can be implemented in order to promote and encourage sustainable forms of travel.

Section 7.0 Travel Plan Targets

Example Travel Plan Targets, outlining the need to present SMART targets following the completion of the baseline Travel Surveys are outlined in this section.

Section 8.0 Monitoring and Review

This section provides details on the monitoring and review process, responsibility and management of the document, and the appointment of a Travel Plan Coordinator (TPC) as the Travel Plan process progresses.

Section 9.0 Action Plan

This section concludes the report by providing an ‘Action Plan’ which summarises the document and the next steps.

2.0 Travel Plan Benefits

2.1 Background to Travel Plans

2.1.1 In essence, a Travel Plan is intended to encourage people to choose alternative transport modes over single occupancy car use and where possible, reduce the need to travel at all. Such a plan should include a range of measures designed to achieve these goals.

2.1.2 The National Planning Policy Framework (NPPF) was revised in July 2021 and outlines the potential benefits and requirements for the production of Travel Plans. It states that Travel Plans are 'key tools' to facilitate development.

2.1.3 Section 9, Promoting Sustainable Transport, of the NPPF outlines the important role that considering development applications should ensure that:

a) *"appropriate opportunities to promote sustainable transport can be – or have been – taken up, given the type of development and its location;*

b) *Safe and suitable access to the site can be achieved for all users;*

c) *The design of streets, parking areas, other transport elements and the content of associated standards reflects current national guidance, including the National Design Guide and the national Model Design Code;*

d) *Any significant impacts from the development on the transport network (in terms of capacity and congestion), or on highway safety, can be cost effectively mitigated to an acceptable degree."*

2.1.4 Paragraph 110 of the NPPF states applications for development should:

a) *"Give priority to pedestrian and cycle movements, both within the scheme and with neighbouring areas; and second – so far as possible – to facilitating access to high quality public transport, with layouts that maximise the catchment area for bus or other public transport services and appropriate facilities that encourage public transport use;*

b) *Address the needs of people with disabilities and reduced mobility in relation to all modes of transport;*

c) *Create places that are safe, secure and attractive – which minimise the scope for conflicts between pedestrians, cyclists and vehicles, avoid unnecessary street clutter and respond to local character and design standards;*

d) *Allow for the efficient delivery of goods and access by service and emergency vehicles; and*

e) *Be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations."*

2.2 The Aims and Objectives of the Travel Plan

2.2.1 In line with Central and Local Government Policies and Guidance, the aims of the TP are to:

- Reduce the need to travel;
- Discourage the use of unsustainable modes of transport and enable users of the development to make travel choices that benefit themselves and their community;
- Maximise social inclusion by making the development accessible to all members of the community; and
- Raise awareness of alternative modes of transport and thus encourage a modal shift towards more sustainable travel modes.

2.2.2 This TP has been prepared on behalf of the development to:

- Show its commitment to addressing the access needs of staff, parents, pupils and visitors through the promotion and implementation of an TP;
- Respond to congestion issues which may affect staff and visitors and thereby reduce performance;
- Support the Government's environmental and sustainable development initiatives;
- Demonstrate its environmental responsibilities and to be seen as a leader amongst its peers and neighbouring communities;
- Remain in harmony with, and responsive to, changes to planning and fiscal policies regarding transport; and
- Work with others to ensure the availability of high quality alternatives to the car and thereby reduce environmental impacts.

2.3 Benefits of a Travel Plan

2.3.1 The most easily identifiable benefits are those that are directly related to reductions in vehicle use; namely significantly less congestion, noise, air pollution and accidents. However, there is also a broader range of more intangible benefits that can occur from the implementation of Travel Plan initiatives. These benefits include:

- Improved health (i.e. increased fitness and reduced stress and obesity);
- A reduction in travel costs;
- A cleaner local environment;
- Meeting an organisation's environmental standards;
- Increase business efficiency and equality;
- Improved accessibility to local services;
- Increased road safety;
- Reduced travel times;
- Improved travel choice;

- Reduced congestion and demand for parking spaces; and
- A reduction in the need to travel.

3.0 Site Location and Existing Situation

3.1 Introduction

3.1.1 This section of the TP establishes baseline transport conditions at the site and the surrounding areas.

3.2 Site Location

3.2.1 The site is located in Finsbury Square within a predominately commercial area of the London Borough of Islington (LBI). Bayes Business School is located to the east of Finsbury Square, a 0.7-hectare square in Central London within close proximity of the City of London. The building is bound by Finsbury Square to the west and Wilson Street to east. Many commercial and office buildings are located within close proximity of the site.

3.2.2 The site has PTAL rating of 6b (best) and located approximately 330m from Moorgate Underground Station. The nearest bus stop is adjacent to the site on Finsbury Square. The location of the site is shown in **Figure 1.1.**

3.3 Surrounding Highway Network

3.3.1 The principal highway routes in the area are the A501/Moorgate, London Wall and the A10/Bishopsgate. The local road network immediately surrounding the site include Finsbury Square, Sun Street, and Wilson Street.

Principal Highway Network

A501/Moorgate

3.3.2 The A501 follows a west-east trajectory passing the site approximately 90m to the west. The A501 routes west from Paddington, providing access to other principal highway routes including the A1 and A5.

3.3.3 Within the vicinity of the site the A501 benefits from two lanes in each direction with the outer lanes providing priority bus routes.

3.3.4 The A501 is subject to a 20mph speed limit and falls within a no stopping controlled zone between Monday and Saturday at any time.

London Wall

3.3.5 The London Wall follows a west-east trajectory passing the site approximately 500m to the south. the London Wall routes from the Tower of London routing to Bishopsgate.

3.3.6 The road benefits from two lanes in each direction and a central reservation.

3.3.7 Within the vicinity of the site the road is subject to a 20mph speed limit and no stopping on either side of the road.

A10/Bishopsgate

3.3.8 The A10 is a major road into central London from the East of England. It routes in a north-south trajectory passing the site approximately 500m to the west.

3.3.9 Within the vicinity of the site the road benefits from two carriageways either side, the outer carriageway being a bus priority lane. The road is subject to a 20mph speed limit.

3.3.10 The A10 is a TLRN red route with stopping restrictions between 07:00 – 19:00 from Monday to Saturday except 10:00 – 16:00 for loading (max 20 minutes).

Local Road Network

Finsbury Square

3.3.11 Finsbury Square provides access to the site in the form of a single carriageway. The road is approximately 10m wide and follows a north-south trajectory adjacent to the site. The road follows around Finsbury Square to the north, east and south until joining the A501 to the west of the square. The road to the south of the square has a two-way cycle lane.

3.3.12 The street adjacent to the site has sections of on-street parking, motorcycle parking, Santander cycle hire and two bus stops. The parking bays are parking and pay by phone between Monday-Saturday for 1 hour only. The road is one-way only.

Sun Street

3.3.13 Sun Street is approximately 10m wide and follows an east-west trajectory approximately 90m to the south east of the site joining Finsbury Square to the west.

3.3.14 The road has two carriageways with sections delivery bays and four taxi stands facing west.

Wilson Street

3.3.15 Wilson Street is approximately 8m wide and routes adjacent in a north-south trajectory to the back of the site. The road has two carriageways and is subject to a 20mph speed limit. The road falls within a no stopping zone at any time between Monday and Saturday.

3.3.16 Wilson Street also forms the beginning part of the Cycle Superhighway Route 1 (CS1) connecting cyclist from Liverpool Street to Church Road, in Tottenham north London.

4.0 Site Accessibility

4.1 Introduction

4.1.1 A key element of planning policy is to ensure new developments are located in areas where alternative modes of travel to the car are available. It is also important to ensure that developments are not isolated but are located close to complementary land uses. This supports the aims of integrating planning and transport, providing more sustainable transport choices, and reducing overall travel and car use.

4.1.2 A site-specific assessment has been carried out assessing the accessibility of the site by sustainable modes of travel including:

- Pedestrian Accessibility;
- Cycle Accessibility; and
- Public Transport Accessibility.

4.2 Pedestrian Infrastructure and Accessibility

4.2.1 Wide, even, and well-lit footways are present on both sides of Finsbury Square, measuring approximately 4m. Dropped kerbs and tactile paving are present at junctions in the vicinity of the site, facilitating movement for mobility impaired pedestrians or those travelling with buggies.

4.2.2 Wide footways are provided across Finsbury Square which allows pedestrians to walk through the area without having to cross main roads. The square is well-lit and benches around for pedestrians to sit and relax.

4.2.3 Further details on pedestrian accessibility have been provided at the end of this section.

4.3 Cycle Infrastructure and Accessibility

4.3.1 The site is positioned adjacent to the local cycleway which provides access to CS1 to the west of the site along Wilson Street. The CS1 is an 8 mile long cycle route from Central London to North London.

4.3.2 Various local cycleways nearby the site provide connections to Moorgate, Barbican, Farringdon, Blackfriars and Bank. The routes provide cycle lanes and connect to a large proportion of central London.

4.3.3 The site currently has 30 existing wall hook cycle parking spaces located in the cycle gulley at the front of the building. A further 16 semi vertical cycle parking spaces are being implemented as part of the fit-out proposals within the building. They are both accessed by an external stairwell at the front of the building with a cycle gulley and access to the bike store can be gained through an external door in the lightwell.

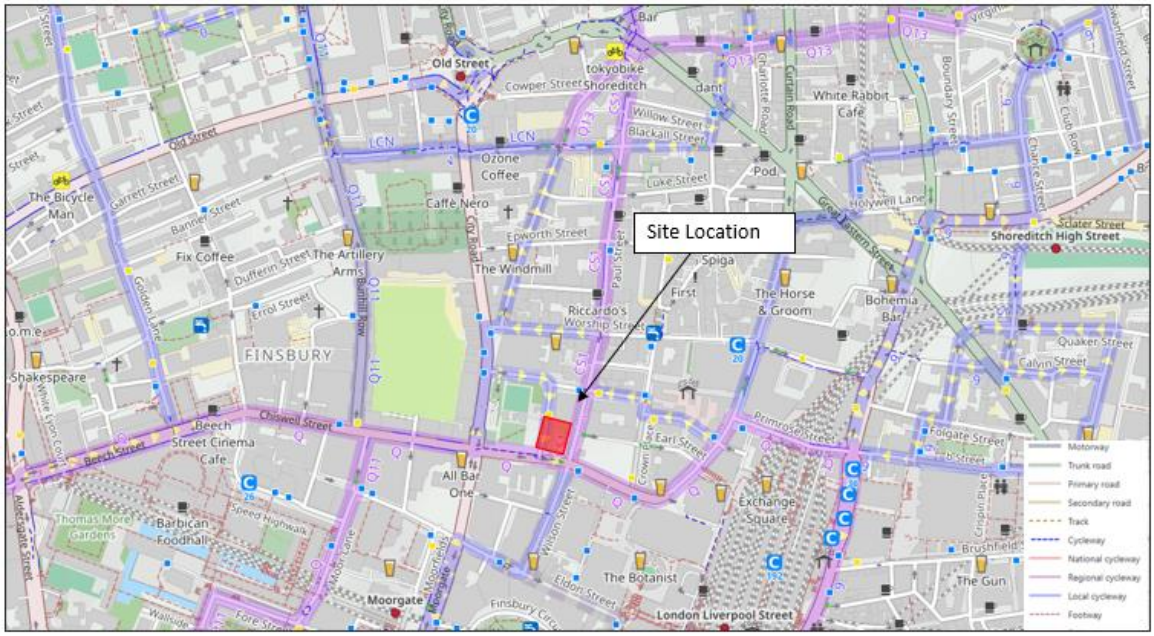
4.3.4 Adjacent to the site approximately 25m north is a Santander Cycle Hire docking station with 40 bicycles for hire. There are also three locations providing cycle parking situated around Finsbury Square; to the south are 12 Sheffield cycle parking stands providing 24 spaces, to the west of the square are 10 Sheffield cycle stands (20 parking spaces) and two poles providing cycle hoops for four bikes, to the north are two cycle hoops incorporated into the lighting columns (four parking spaces). The location of the cycle parking options is shown in **Figure 4.1**.

4.3.5 The local cycle routes and cycle catchment plans are shown in **Figure 4.2** and **4.3** respectively.

Figure 4.1 – Cycle Parking

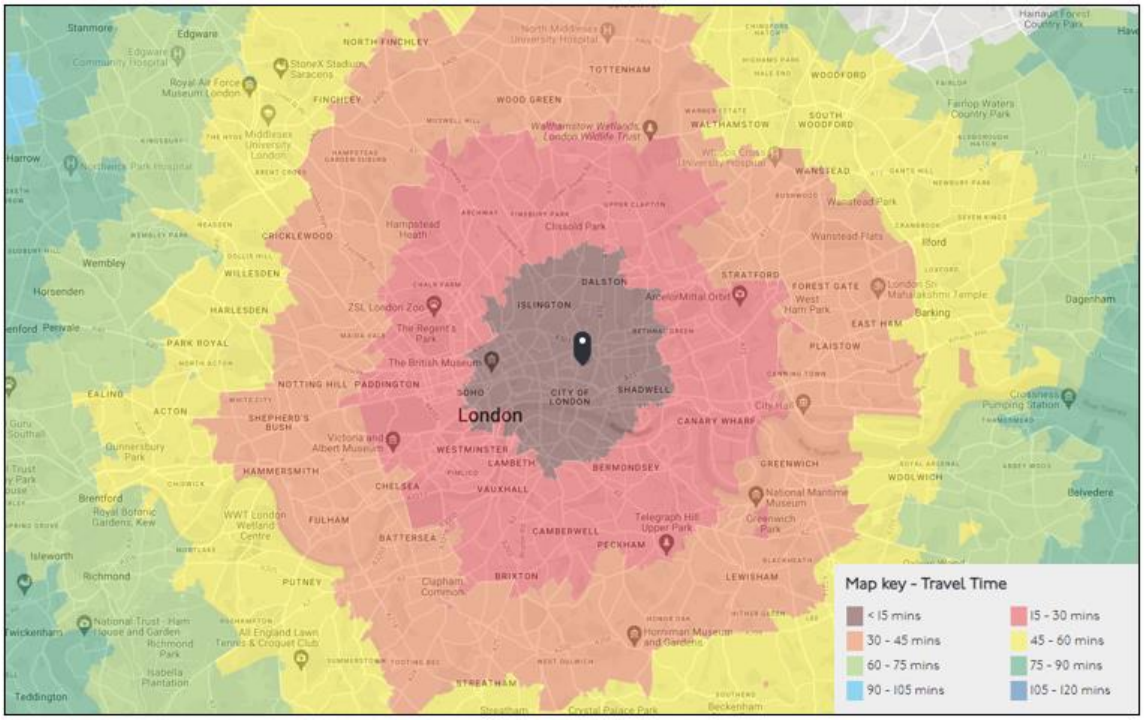
4.3.6 The cycle network directly surrounding the site is shown in **Figure 4.2**.

Figure 4.2 – Local Cycle Network



©Open Cycle Map, July 2021

Figure 4.3 – TfL Cycle Accessibility Map



4.4 Public Transport

4.4.1 Public Transport Accessibility Level ('PTAL') is a measure of accessibility from a point of interest (i.e. the site) to the local public transport network. This measure takes into account the walk access time to a station or stop as well as the wait time and reliability of local transport services. The rating of accessibility is a grade from 1–6 (including sub-divisions 1a, 1b, 6a and 6b), where a PTAL of 1a indicates extremely poor access to the location by public transport, and a PTAL of 6b indicates excellent access by public transport.

4.4.2 The PTAL of the site 6b, which indicates the 'best' level of public transport accessibility, which is shown in **Figure 4.4.**

Figure 4.4 – PTAL Mapping (February 2022)

Bus Services

4.4.3 Finsbury Square has two bus stops located adjacent to the site. Both bus stops are provided with a flagpole and timetable. The bus stop directly outside the building is an overflow stand and alighting point. There are two other bus stops around Finsbury Square.

4.4.4 The bus stops on facilitate access to bus routes, 21, 43. 76, 141, 214, 271, 733. Bus services and frequencies are shown in **Table 4.1.**

4.4.5 Additional services can be accessed from surrounding streets including along Moorgate, circa 300m south of the site.

Table 4.1 - Accessible Bus Services & Frequencies

Bus No.	Route	AM Peak	PM Peak	Saturday	Sunday
21	Lewisham Centre to Newington Green	Every 7-11 mins		Every 7-10 mins	Every 10-13 mins
43	Halliwick Park to London Bridge Station	Every 8-12 mins		Every 6-10 mins	Every 9-13 mins
76	Tottenham Hale Bus Station to Lower Marsh	Every 7-10 mins		Every 9-12 mins	Every 10-13 mins
141	Tottenham Road to London Bridge Station	Every 4-8mins		Every 9-12 mins	Every 11-14 mins
214	Highgate to Finsbury Square	Every 5-8 mins	Every 6-8 mins	Every 10 mins	Every 10-14 mins
271	South Grove to Finsbury Square	Every 7-10 mins		Every 9-12 mins	Every 11-12 mins

4.4.6 In summary, due to the extent and frequency of bus services within short walking distance of the site, the proposed development is well situated to encourage future trips to/from the site by bus.

London Underground Accessibility

4.4.7 The site is located circa 350m (3-minute walk) from Moorgate London Underground Station, which is served by Circle, Hammersmith & City, Metropolitan and Northern lines. The Circle, Hammersmith & City and Metropolitan operate up to 8 trains per hour. The Northern line operates at a frequency of over 20 services per hour during the peak hours.

4.4.8 Liverpool Street Underground Station is located circa 500m (6-minute walk) south-east of the site. The Central, Circle, Metropolitan and Hammersmith & City lines serve the station. The Central line operates 34 trains per hour during peak hours.

4.4.9 Old Street Underground Station is located 640m north of the site approximately an 8-minute walk from the site which is situated on the Northern line.

National Rail Accessibility

Moorgate Railway Station is conveniently located approximately 450m from the site (6-7 minutes walking distance). The station provides connection to Welwyn Garden City and Stevenage amongst others. London Liverpool Street Railway Station is located circa 500m (6-minute walk) south-east of the site. The station provides connections Norwich, Southend and Cambridge. **Table 4.2** shows the frequency and length of time taken to reach particular destinations.

Table 4.2 - Accessible Rail Services & Frequencies

Destination	Journey Time	Am Peak	PM Peak	Saturday	Sunday
Welwyn Garden City	52 mins	4 per hour	6 per hour	4 per hour	4 per hour
Stevenage	40 mins	4 per hour	4 per hour	5 per hour	5 per hour
Norwich	1 hour 50 mins	2 per hour	2 per hour	2 per hour	1 per hour
Southend	1 hour	8 per hour	8 per hour	4 per hour	3 per hour
Cambridge	1 hour 5 mins	8 per hour	6 per hour	5 per hour	3 per hour

4.5 Accessibility to Local Services & Facilities

4.5.1 There are a number of key services and amenities located withing walking / cycling distance of the site. This is important as the site will be accessible and promote travel by active modes.

4.5.2 According to guidance from the Chartered Institute of Highways and Transportation (CIHT), 80% of journeys made under one mile (1.6km) are typically made on foot. For this reason, a catchment of 1.6km has been used, with cycle journey times provided alongside this. This study has shown that local amenities are conveniently located within 800m of the site. These are shown in **Table 4.3.**

Table 4.3 – Accessibility to Local Amenities

Service / Facility	Distance from Site (Approx)	Walking Time (Approx)	Cycling Time (Approx)
Café Nero	300m	3 minutes	1 minute
Boots	270m	3 minutes	1 minute
Tesco Express	350m	3 minutes	1 minute
Post Office	180m	2 minutes	1 minute
Waitrose and Partners	600m	4 minutes	3 minutes
Cashpoint	300m	3 minutes	2 minutes
Dr Kelly & Associates	650m	4 minutes	4 minutes

4.6 Accessibility Summary

4.6.1 This section has demonstrated that the site is highly accessible by a range of sustainable modes of travel. It is considered that there is a good level of high-quality pedestrian and cycling infrastructure surrounding the site providing access to a range of key services and amenities. In addition, the site is well served by local bus and train services.

4.6.2 Overall, it is therefore considered that the site has a good level of accessibility by public transport and active modes.

5.0 Travel Patterns

5.1 Existing Mode Share

5.1.1 City, University of London produced a site-wide travel study in 2017. To evaluate the modal split for all the likely modes of transport, the 2017 travel survey data has been used as a bases.

5.1.2 The site is car free in nature and has high accessibility to public transport provisions as well as active modes of travel with good cycling and walking infrastructure. The data has been split into staff and students. The 2017 student travel survey mode share and adjusted mode share are presented in **Table 5.1**.

Table 5.4 – Students Existing Mode Share

Travel Mode	2017 Student Travel Survey Mode Share
Walking	19.8%
Cycling	3.4%
Public Transport	76.1%
Car	0.18%
Total	**100%**

5.1.3 **Table 5.1** indicates that the highest proportion students are expected to travel by public transport (76.1%), followed by walking (19.8%) and cycling (3.4%).

Table 5.5 – Staff Existing Mode Share

Travel Mode	2017 Staff Travel Survey Mode Share
Walking	8.7%
Cycling	8.2%
Public Transport	82.2%
Car	0.30%
Total	**100%**

5.1.4 **Table 5.** indicates that the highest proportion staffs are expected to travel by public transport (82.2%), followed by walking (8.7%) and cycling (8.2%).

6.0 Travel Plan Measures and Initiatives

6.1 Introduction

6.1.1 This section of the TP sets out potential initiatives that could be introduced to reduce dependency on the private car and encourage sustainable modes of travel for the students and staff of the development.

6.1.2 Given the TP objective is to reduce the number of vehicle trips generated by the site and encourage a commitment to more sustainable travel, particularly by active modes, a series of measures and proposals have been developed to achieve this goal. The measures are grouped under five headings as follows:

- Reducing the need to travel – influencing the volume and timing of travel activity to lessen its impact;
- Maintaining and encouraging further use of sustainable modes of travel – reducing the need for car usage and servicing trips and encouraging sustainable travel with a particular focus on active travel;
- Reducing emissions – reducing the environmental impact of the sites travel demands; and
- Raising awareness – promotion of travel choices.

6.2 Minimising Vehicle Use

6.2.1 There is no car parking associated with the development. Students and staff are expected to travel by public transport and active modes, however, it is important to maintain low levels of car usage. The Travel Plan will include measures which can be used to encourage active travel wherever possible.

6.2.2 Measures will also be set to minimise the number of service vehicles frequenting the site on a daily basis. This could include consolidating deliveries, the use of local supplier and encouraging the use of cargo bikes.

6.3 Hard Measures

6.3.1 The development proposals will provide additional cycle parking spaces. This will improve accessibility for cyclists.

6.4 Maintaining & Encouraging Sustainable Travel

Production of Induction Pack

6.4.1 Induction Packs can be critical in influencing Travel Plans and all staff and students will receive an induction pack when they first move into the scheme. The induction pack will include:

- Introduction to the TP concept detailing objectives and aspirations;
- Literature on the health benefits of walking, cycling and environmental benefits of sustainable modes of transport;
- Maps showing local walking / cycling routes and places of interest; and
- Details of the Travel Plan Co-ordinator (TPC).

Walking

6.4.2 Walking is the most sustainable and accessible mode of travel. Any individual in relatively fair health can incorporate walking into part of their journey. Furthermore, 30 minutes of moderate activity 5 or more times per week is likely to enhance the health and fitness of the individual.

6.4.3 It has been demonstrated throughout this TP that there is an existing good level of pedestrian infrastructure in the surrounding area. The following measures will be used to encourage staff and students to walk:

- Raise awareness of the health benefits of walking. This will be via the Information Packs given to new staff and students.
- The promotion of a 'walking buddy' scheme to staff and students travelling to similar locations;
- A notice board showing local pedestrian routes, including public footpaths.
- Clear signing of pedestrian routes within and adjacent to the site; and
- Promote the www.walkit.com website for journey planning on foot.

Cycling

6.4.4 To encourage cycling as a mode of transport, the measures below will be used:

- All spaces will be located at convenient and accessible locations;
- Cycle parking will be safe and secure;
- Information on the local cycle network routes made available through the previously discussed Induction Packs;
- Promote the availability of cycling information, including route maps and useful tips and guidance, on the Sustrans website www.sustrans.org.uk;
- Local cycle clubs/forums to be invited to take part in Travel Plan promotional events to raise awareness of this mode of travel;
- Arrange cycle training and maintenance lessons for those not confident about cycling or simply wish to find out more;
- Promotion of events such as "National Bike Week" via the site notice board; and
- Reasonable endeavours will also be made to induce local cycle retailers to provide discounts on cycles, cycle equipment and servicing to staff and students.

Public Transport

6.4.5 It has been demonstrated throughout this TP that the site is very accessible by public transport and that there are further opportunities for wider public transport travel throughout the region.

6.4.6 The majority of staff and students are expected to travel by public transport, therefore, the following measures will be used to maintain this high level of usage:

- Provide up to date bus details including timetables/contact information in the welcome packs; on notice boards;
- Liaise with TfL and Islington Council on any future improvements and/or extensions to local services; and
- Links to relevant public transport travel information on TfL's website will be provided.

6.5 Travel Information and Marketing

6.5.1 The following measures will be used to provide Travel Plan information and raise awareness:

- A dedicated social media e.g. Facebook page, twitter could include information on the Travel Plan and relevant information on walking, cycling, public transport etc;
- Offer a personal Travel Planning service to staff and students; and
- Produce a calendar of travel awareness events (such as National Bike Week, Green Travel Week, In Town without My Car, and other local events etc.).

6.6 Measures to Encourage Operational Related Transport Efficiencies

6.6.1 The primary operational transport related to higher education is travelling to site for lectures/classes, grocery deliveries, refuse / recycling collection and maintenance.

6.6.2 Once fully occupied, a full audit of deliveries could be undertaken with a view to reducing the number of trips by either having consolidated deliveries or reducing the number of waste collections.

6.6.3 This will involve managing the timings and number of the deliveries and limiting the size of vehicles delivering to the site could benefit the site.

6.6.4 Since the Covid-19 Pandemic a hybrid approach to learning has been adopted, therefore, some lectures are held online. This, has reduced the numbers of students and staff travelling to the site daily.

7.0 Travel Plan Targets

7.1 Introduction

7.1.1 This section of the TP identifies targets that will help to guide the development in meeting its objectives.

7.1.2 As a direct result of the 'measures' to be introduced, a number of mode share targets have been set to reduce private car and public transport use and encouraging active forms of travel.

7.2 Travel Plan Targets

7.2.1 The TP targets are based on SMART principles:

- Specific (identify what is to be achieved);
- Measurable (over the target period);
- Achievable (linked to overall objectives and aims);
- Realistic (must be achievable over time allocated); and
- Timed (a defined action plan including dates for achievement).

7.2.2 Setting SMART targets is essential to provide a purpose and focus for the TP. A number of targets have been adopted. These targets are divided amongst those relating to delivering outputs and those related to achieving outcomes as explained below;

- **Output targets** – These targets relate to the implementation of the measures to be introduced as part of the Travel Plan (TP). They would help to ensure that the Travel Plan Coordinator (TPC) remains on course with the delivery of the different measures contained within this TP;
- **Outcome targets (modal shift)** – These targets relate to the effect of implementing the TP measures and will include for example reducing the overall proportion of journeys being undertaken from the site by car.

7.3 Output Targets

7.3.1 Details of the output targets, responsibilities for delivery and associated time scales are outlined in **Table 7.1.**

Table 7.1 – Output Targets

Output Target	Responsibility	Timescale
Appoint and fund a site Travel Plan Coordinator	Operator	Upon appointment of TPC
Ensure cycle parking is adequate to accommodate the demand	Operator	
Prepare Induction Packs	TPC	Upon appointment of TPC
Promote travel planning measures	TPC	Upon appointment of TPC
Undertake first travel survey	TPC	Year 1
Analyse results of travel survey and provide reports	TPC	Following monitoring phase
Inform staff and students of sustainable travel modes to the site and display travel information in strategic area visible to all staff and students	TPC	Upon appointment of TPC
Continue to promote the travel plan and it's aims and objectives through various channels, to reach to 100% of staff and students	TPC	Upon appointment of TPC and ongoing
Yearly sustainable travel campaigns	TPC	Upon appointment of TPC and ongoing

7.4 Outcome Targets

7.4.1 The initial travel survey, following the appointment of the TPC, will gather information that will provide a base year modal split for journeys to and from the site. This base year information will then be used to derive modal split targets for the site.

7.4.2 Until such time as travel surveys can be undertaken, interim modal split targets based on the previous travel surveys will be used as the baseline to set future targets for staff and students.

7.4.3 The targets set out below are applicable to able bodied and disability impaired persons. As the development is proposed to be car-free the targets have been developed to move from public transport to active modes (walking and cycling).

7.4.4 The resultant target mode shares are set out in **Table 7.2** for future staff and students.

Table 7.2 – Future Student Mode Split Targets

Mode	Existing Mode Share (2017 Survey)	Year 3	Year 5	Target
Vehicle	0.2%	-0.1%	-0.1%	-
Public Transport	76%	-17%	-19%	40%
Active Modes	23%	+17%	+19%	60%
Total	**100%**	**-**	**-**	**100%**

Table 7.3 – Future Staff Mode Split Targets

Mode	Existing Mode Share (2017 Survey)	Year 3	Year 5	Target
Vehicle	0.3%	-0.1%	-0.1%	-
Public Transport	82%	-12%	-10%	60%
Active Modes	17%	+12%	+10%	40%
Total	**100%**	**-**	**-**	**100%**

7.4.5 The targets above aim to decrease vehicle and public transport use by 36% for students and increase travel by active modes by 36%. The targets above aim to decrease vehicle and public transport use by 22% for staff and increase travel by active modes by 22%. Where possible, staff and students will be encouraged to travel by active modes instead of by public transport.

7.4.6 A separate target that is linked to the mode split is to ensure 100% of staff and students are aware of the travel plan and its aims and objectives by the end of Year 1.

7.5 Conclusion

7.5.1 In summary, the above targets have been set to encourage sustainable forms of travel for all staff and students of the site.

8.0 Monitoring and Review

8.1 Introduction

8.1.1 The success of a Travel Plan requires consistent monitoring of measures to ensure they continue to be effective throughout the operational life of the site.

8.1.2 Overall responsibility for the TP would lie with the Travel Plan Coordinator (TPC). This section of the TP describes the management and co-ordination processes that are to be introduced to support the TP measures.

8.2 Appointment of Travel Plan Coordinator

8.2.1 A TPC will be appointed by City, University of London when the Draft Full Travel Plan is updated to a Full Travel Plan at occupation. The TPC contact details will be set out in below once confirmed.

8.2.2 XXXX, email@email.com, is the appointed TPC.

8.2.3 The TPC will have overall responsibility for the day-to-day management and implementation of the TP. They will be the first point of contact in relation to the Travel Plan:

8.2.4 The main duties of the TPC are summarised as follows:

- Overall management of the TP;
- Promotion of the TP's aims and objectives;
- Implementation of the specific measures identified in the plan;
- Identification and appraisal of further measures supporting the objectives;
- Collation and dissemination of transport information to all staff and students;
- Co-ordination and liaison with local authority, public transport operators, adjacent organisations and interests, and so on; and
- Preparation of annual report reviewing progress and updating the plan as necessary for submission to the local authority.

8.3 Monitoring and Update of the Travel Plan

8.3.1 A baseline survey will be conducted within 3 months of first occupation. Thereafter, surveys will be conducted in years 1, 3 and 5. The TPC will organise questionnaire and/or interview surveys aimed at obtaining updated information on the travel patterns of occupants of the site.

8.3.2 The results of monitoring surveys will be reported in a pre-agreed format to LBI Travel Plan Officer.

8.3.3 It is recommended that a follow up meeting be held between LBI to review the results of the monitoring survey and discuss any remedial measures that may be required. The meeting should be arranged and chaired by the TPC.

8.3.4 The TPC will be responsible for monitoring on-site and off-site facilities for sustainable modes of travel. Along with the survey results an annual TP monitoring report will be produced by the TPC and reported to LBI.

8.4 Data Collection and Analysis

8.4.1 As the development is not occupied, it is not possible to undertake any travel surveys.

8.4.2 In order to understand travel habits, travel surveys would be distributed to all staff and students within 3 months of operating. Recipients will be encouraged to participate, and the surveys would extract the following key information:

- Place of work/study;
- Usual mode of travel and reason for modal choice;
- Attractiveness of various sustainable modes;
- Any barriers to sustainable modes; and
- Initiatives that would encourage all staff and students to travel more sustainably.

9.0 Action Plan

9.1 Introduction

9.1.1 This section details the mechanisms by which the TP will be secured and provides an Action Plan for the implementation of the identified measures including time frames and responsibilities.

9.1.2 Failure to meet targets and deliver incentives will result in non-conformity and the Local Authority will repeat the assessment process at the cost of the development until they are satisfied that all measures and targets have been reached.

9.1.3 **Table 9.1** below sets out the proposed implementation plan for this TP, explaining:

- How the management structure for the TP will be established, associated timeframe and responsibility;
- The implementation of stated measures and initiatives; and
- The monitoring procedures and promotion of the TP.

Table 9.1 - Action Plan

Action	Indicator	Target Date	Responsibility
Appoint TPC	Development build nearing occupation	Prior to first occupation	Management
Produce Induction Packs	TPC appointed	Occupation of development	TPCs
Undertake Initial Travel Surveys	Build complete, first staff and students starting to move in.	Within 3 months of first occupation	TPCs
Decide Modal Split Targets	Receipt of initial Travel Surveys	Within one month of receiving the initial surveys	TPC in conjunction with LBI
Update TP to a full Travel Plan	Once Modal Split Targets are agreed with LBI	Within two months of agreeing modal splits with LBI	TPCs
Present Annual Monitoring Report	Once full Travel Plan is approved by LBI	Annually for at least three years following the agreement of targets with LBI	TPCs

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