The University of Manchester

Sustainable Travel Plan 2012 - 2015

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Sustainable Travel Plan 2012 – 2015

Executive Summary

Manchester 2020 The Strategic Plan for the University of Manchester has a clear focus on environmental sustainability, with the stated aim of embedding it as a key priority across the full range of activities. With the higher education sector now being encouraged to report on their indirect carbon emissions (Scope 3), this has placed greater emphasis on travel as the University is aiming to measure, monitor and reduce commuter and business travel carbon emissions. The University's Environmental Sustainability Plan sets out how its overall environmental impact will be managed and reduced. A number of documents are being produced to support the Plan, which include this Sustainable Travel Plan. In addition to environmental sustainability aspirations, the desire to focus on promoting sustainable travel also relates to further positive impacts such as social responsibility, managing car parking demand and promoting healthy living.

This latest University Sustainable Travel Plan builds upon previous versions dating back to 2000, by increasing its scope to cover travel in a broader sense. Previously the Plan focused almost entirely on staff commuter journeys and has achieved significant success. Staff travelling by car alone has reduced from 51% in 1999 to 30% in 2010, with subsequent increases in sustainable travel use, with cycling (from 4% to 13%) and train (14% to 19%) making noticeable gains.

It is the intention of this document to also incorporate student commuter travel, business travel and fleet vehicles. With the additional aspects of travel, the main aim is to better understand our current position and to then produce meaningful targets; such has been done with staff commuter travel. To enable this, further, more robust data collection is needed in addition to that already calculated which suggests that travel accounts for 27,370 tonnes of CO_2, around 22% of overall University carbon emissions (not including procurement). It is fully expected that data quality will improve over the lifetime of this document as collection techniques improve and the Plan itself will be updated annually to reflect this and any other significant updates.

Travel is a far reaching subject area affecting every staff member, student and visitor. Through ten key aims and detailed delivery plans, the aim is to provide focus and direction until 2015. Many of the measures and initiatives contained can only be taken forward with support from Directorates, Faculties and colleagues from across the University, and the success of this Plan is very dependent upon this cross-University action to promote and adopt more sustainable travel options in order to realise the Sustainable Travel Plan's Vision, which is:

'To embed a culture of sustainable travel whereby staff and students understand the impact of their travel habits and choose to walk, cycle, use public transport, car share or video conference whenever feasible.'

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1. Strategic Context

Manchester 2020 The Strategic Plan for the University of Manchester (Manchester 2020) has a clear focus on environmental sustainability[1]. Goal 3 in the University's Strategic Vision 2020 - Social Responsibility - is a core value of the University. It's commitment to environmental responsibility sits at the heart of this, supported by Enabling Strategy 8 Environmental Sustainability.

Within Manchester 2020, the University commits to *embed environmental sustainability as a key priority across the full range of our activities*. In support, challenging targets have been set such as 40% reduction in the University's carbon footprint by 2020 (based on a 2007/2008 baseline). To achieve this, a significant commitment to carbon reduction has already been made. This is largely contained in the University's *Carbon Management Plan 2009 - 2015*[2] *(CMP).* The remit of the *CMP* is restricted largely to reducing Scope 1 and Scope 2 emissions[3]. However, and of real importance with regards to travel, the Higher Education Funding Council for England (HEFCE) is placing requirements on universities regarding the measurement and monitoring of Scope 3 emissions (indirect emissions, namely travel, waste, water and procurement). Travel guidance has been published providing a sector wide methodology[4]. The University will be required to measure and report its Scope 3 travel emissions from 2012/13, accounting for business travel emissions, as well as emissions from the staff and student commute. In line with this, the CMP is currently being revised and updated to encapsulate Scope 3 emissions.

Scope 3 emissions from travel provide a key driver for this document and this is reflected in the Environmental Sustainability Plan (ESP) which aims to go beyond the CMP and bring together all areas of environmental sustainability. The ESP captures and sets out clear aims and objectives for environmental sustainability and sets out the leadership, management and reporting structure. The ESP is supported by a number of separate plans for key areas (see below), with travel being detailed by this Sustainable Travel Plan.

The Environmental Sustainability Plan is supported by a number of University documents, including:

Sustainable Travel Plan	Carbon Management Plan	Energy and Utilities Policy and Plan
Sustainable Waste Plan	Sustainable Food Policy and Plan	Fair Trade Policy
Biodiversity Plan	Green ICT Plan	Hotel and Conference Services Sustainability Policy and Plan

[1] http://documents.manchester.ac.uk/display.aspx?DocID=11953

[2] http://www.manchester.ac.uk/sustainability/campus/energy/cmanagement

[3] Scope 1 and 2 emissions are those under the direct control of the University e.g. gas, electricity, and in transport terms, University fleet vehicles.

[4] http://www.hefce.ac.uk/pubs/hefce/2012/12_02/12_02.pdf

2. Additional Key Drivers

As stated above, environmental sustainability is the key driver for this document but there are many other key drivers for the production and implementation of a Sustainable Travel Plan (STP), namely:

- **Social Responsibility**
  As mentioned above, social responsibility and environmental sustainability are inextricably linked. At a local level, travel is one of the most visual elements which can showcase the University's commitment to being aware of its place within the community.
- **Reputation**
  Being seen as a University that actively promotes environmental sustainability can help with recruitment and retention of both staff and students, with many applicants now giving serious consideration to an organisation's environmental credentials.
- **Managing car park demand**
  Provision and promotion of information on alternative, more sustainable travel options will assist in reducing the number of cars accessing the site lowering demand for University car parks. This presents opportunities for more efficient use of land and more efficient car park management, particularly with regard to the Estates Master Plan and associated campus developments[5]
- **Local and regional sustainable transport schemes[6]**
  Greater Manchester is to set to benefit from a range of sustainable travel schemes over the coming years which will improve bus (Cross City Bus), train (The Northern Hub), tram (Metrolink expansion) and cycle (Local Sustainable Transport Fund) access to the University and provide a more pleasant environment through the removal of general traffic on the south campus section of Oxford Road.
- **Reducing expenditure**
  Encouraging sustainable travel and video conferencing for business trips can, in many cases, reduce University costs.
- **Reducing congestion and improving air quality**
  Reducing the numbers travelling by car reduces congestion on local roads and streets, helps improve journey efficiency and improves the air quality and environment for local residents, staff and students.
- **Promoting healthy living**
  By encouraging greater levels of cycling, walking and public transport use staff and students benefit from the associated health benefits. The University also benefits from having a healthier workforce.

[5] http://www.staffnet.manchester.ac.uk/news/display/?id=8848

[6] www.tfgm.com

3. Current Estimate of Total Carbon Emissions from Travel

This section outlines the current situation regarding the calculation of the University's carbon emissions from travel.

Scope 1 travel emissions

In terms of direct carbon emissions (Scopes 1 and 2), fleet vehicles are the only aspect of travel that fit into this category.

- **Fleet Vehicles:** As part of the Carbon Management Plan (CMP) fleet emissions for 2009/10 were calculated as **344 tonnes** (including the University's proportion of the Oxford Road Link bus)

Scope 3 travel emissions

The University intends to calculate its travel related carbon emissions based on HEFCE Scope 3 emissions guidance. However, work has already been undertaken to begin to better understand the University's affect upon the environment with regard to indirect emissions from travel.

- **The Staff Commute:** In 2010, as part of the staff travel survey, a carbon footprint for annual commuting was calculated as **8,037 tonnes** of $C0_2$[7] for the academic year 2009/10

- **The Student Commute:** In order to begin to understand the affect of student commuting in terms of carbon, a first estimate has been made which suggests an annual figure of **6,661 tonnes**
- **Business Travel:** As part of the Carbon Management Plan (CMP), business travel emissions for 2009/10 were calculated as **12,328 tonnes**

Travel Carbon Emissions Summary

There is no doubt that there will be inaccuracies in this data. However, it is important to make an initial estimate based on available data in order to highlight issues with data collection and to start to understand the contribution travel (from Scopes 1 and 3) makes to the University's overall emissions. The combination of staff and student commute, business and fleet emissions totals **27,370 tonnes**. The University's 2009/10 total carbon footprint was calculated to be **123,115 tonnes** (not including procurement, which is yet to be calculated). Therefore travel (Scopes 1 and 3) is estimated to comprise around **22%** of overall carbon emissions.

However, this is a useful starting point to help begin to understand the scale of the issue and it is one of the key aims of this document that data recording accuracy improves, in line with sector guidance, to further understand the full impact of travel with regards to the University's overall carbon footprint. Indeed, the University may well choose to go beyond the limits of sector guidance as it is aware that there is additional travel undertaken connected to the University which could potentially contribute to its overall emissions.

[7] http://www.manchester.ac.uk/sustainability/campus/travel/surveys

4. Aims

In line with the ESP, there are ten key aims that this document sets out to achieve in order to increase the use of sustainable travel across the University, namely;

a. Introduce a Staff Car Parking Policy focussed on reducing emissions, equality of access and encouraging more flexible travel arrangements.

b. Establish an overall travel carbon emissions baseline based on HEFCE Guidance.

c. Systematically introduce a business travel booking system which enables the full measurement of the carbon impact of travel.

d. Introduce a travel expenses system to enable full measurement of the carbon impact of travel.

e. Reduce carbon emissions from business travel by encouraging sustainable travel use and by discouraging unnecessary or carbon intensive travel.

f. Promote videoconferencing as a sustainable and viable alternative option to travel.

g. Encourage cycling as a viable option for both staff and students through the introduction and implementation of a suite of initiatives.

h. Work with local and regional transport bodies and operators to improve public transport access and viability for staff, students and visitors.

i. Reduce carbon emissions from fleet vehicles by investing in low emitting vehicles and improve the efficiency of their use.

j. Actively inform visitors of sustainable transport options and encourage their use.

5. Aims Outlined

The University will look to achieve all of the aims outlined above, with the accompanying Delivery Plans (**Section 7 and Appendices**) detailing how and by when these will be achieved. In this section, each of the ten aims are further explained with the key objectives and targets outlined.

a. Introduce a Staff Car Parking Policy focussed on reducing emissions, equality of access and encouraging more flexible travel arrangements.

Since the introduction of a Travel Plan in 2000, the University has successfully reduced the numbers of staff commuting by car from 56% to 37% in 2010[8]. Currently, allocation of car parking permits is on a first come, first served basis with a salary banded charging structure. A Working Group has been set up to investigate future options for the car park policy with the intention of creating a system that aims to compliment the STP and ESP with regard to further reducing Scope 3 emissions and promoting the use of sustainable travel. In addition, the aim is to provide a system that is equitable and one which supports the differing transport circumstances affecting staff at the University.

Objectives and targets:

- Produce an options paper for the Senior Leadership Team
- Based on the option selected, begin a phased implementation in September 2013

b. Establish an overall travel carbon emissions baseline based on HEFCE guidance.

Based on HEFCE transport guidance on Scope 3 emissions, the University will calculate its emissions from both business and commuter travel. Internal investigations will need to take place to better understand current provision of data. There is also a need to collate carbon data from the University's fleet vehicles, in line with Scope 1 guidance. Once a baseline is established the University will, as a matter of course, provide data and information for the Higher Education Statistics Agency (HESA) controlled Estates Management Statistics (EMS) submission from 2012/13 and beyond. Over time the quality of this data will be improved through better systems and a greater understanding of the need to capture it.

Objectives and targets:

- Calculate annual fleet vehicle emissions from data available and agree a system for future collection.
- Use business travel expenses information to calculate carbon emissions from individual modes of travel for 2012/13 EMS submission and then annually.
- Capture data from University used Travel Management Companies (TMCs) in order to calculate carbon emissions for 2012/13 EMS submission and then annually.
- Investigate whether any business travel currently takes place outside the expenses and TMCs systems.

[8] Staff travel survey data: http://www.manchester.ac.uk/sustainability/campus/travel/surveys

- Carry out staff and student sample surveys in order to calculate commuter travel carbon emissions for 2012/13 EMS submission and then survey biennially.

c. Systematically introduce a business travel booking system which improves the measurement of the carbon impact of travel.

Currently, there are a vast range of Travel Management Companies used for the booking of advanced business travel, as well as a variety of other methods. Consequently the availability of the necessary data for carbon calculations is problematic. The University has a preferred supplier agreement with Egencia who have the ability to capture and report on the carbon emissions from staff booked business travel. It is the intention of the University to roll out and encourage the use of the system across all Schools and Directorates in order to improve the quality of data available. All Faculties now have the system in place, with Professional and Support Services (PSS) in the final stages of implementation. The system will also improve the efficiency of travel bookings, reduce the associated cost and be better able to trace employees in terms of risk management.

Objectives and targets:

- Support and encourage the use of the Egencia system across all Schools and Directorates
- Report on non-contract compliance with Egencia; investigate reasons and issues and aim to resolve these
- Work with Egencia to provide carbon reporting that fulfils the University's reporting obligations

d. Systematically introduce a travel expenses system to enable full measurement of the carbon impact of travel.

The University is improving the efficiency of procedures for claiming expenses and availability of this data will enable an accurate calculation of carbon emissions from business travel. It is the intention to improve this process further with the introduction of an online expenses claim system and, as a consequence, carbon data collection will be improved.

Objectives and targets:

- Support the introduction of the new expenses system from the perspective of carbon data collection and ensure that it fulfils the University's reporting obligations.

e. Reduce carbon emissions from business travel by encouraging sustainable travel use and video conferencing (see 'f' below), whilst discouraging unnecessary or carbon intensive travel.

In addition to monitoring usage, which in itself may well help reduce carbon emissions, there is also a need to improve internal procedures and practices with regard to business travel. There are a number of ways this can be done, with some alterations requiring a culture change. The intention is to reduce carbon emissions from business travel, which in turn may well provide financial savings for the University.

Objectives and targets:

- An audit of University mileage claim rates and due consideration to using them to promote sustainable travel i.e. introducing a cycle mileage rate and car share rate
- A line manager authorisation procedure for advance travel bookings, as currently provided by Egencia
- Implementing a no domestic flight policy and encouraging train use
- Providing company/pool travel passes for local business travel
- Providing pool bikes for short distance journeys
- Implementing an onsite car club or providing low emitting pool cars
- Providing eco driver training to staff to reduce emissions emitted whilst driving on University business

f. Promote videoconferencing as a sustainable and viable alternative option to travel.

The use of videoconferencing has an important role to play in reducing carbon emissions by completely removing the need to travel. The University currently has three suites available free of charge with full IT support[9]. There are many other 'local' facilities within Faculties and Directorates and there is the ability to videoconference from an individual's work station. The STP will aim to support IT Services and the Media Services Unit in the further promotion and roll out of videoconferencing as an important way to reduce carbon emissions, improve working practices and reduce financial expenditure.

Objectives and targets:

- Increase the promotion and awareness of videoconferencing and the facilities available across the University
- Audit current facilities and usage and introduce monitoring in order to capture utilisation and consequential carbon savings.
- Investigate the potential for increasing the level of facilities at the University

g. Implement initiatives and actively encourage cycling as a viable option for commuter journeys of both staff and students.

The University has had real success with encouraging staff to cycle through a variety of measures[10] and has seen a trebling of those using a cycle as their main mode of travel, from 4% in 1999 to 13% in 2010[11]. The University is keen to maintain this momentum and to achieve similar success with the student body, once student cycling rates are benchmarked as part of the Scope 3 data collection.

[9] http://www.sustainability.manchester.ac.uk/campus/travel/videoconferencing
[10] http://www.manchester.ac.uk/sustainability/campus/travel/cycling
[11] http://www.manchester.ac.uk/sustainability/campus/travel/surveys

Objectives and targets:

- Increase the number of staff cycling to work to 15% of staff by 2015 and set targets for student cycling, based on survey results.
- Increase the number of cycle parking stands by at least 250 (500 cycle spaces) by 2015
- Install three new secure cycle shelters in addition to current provision over the lifetime of this document
- Reduce the number of reported cycle thefts by 30% by 2014/15, against the 2010/11 figure of 155
- Increase shower and changing provision by around 30% (32 showers to 42) over the next three years using a combination of retrofitting and facilities in new developments
- Improve consultation processes between Project Managers and cyclists in order to make sure new cycle facility provision is as fit for purpose as possible
- Support the Directorate for the Student Experience, the Student Union and other student engaged bodies in the promotion of cycling to future and current students
- Work productively with external cycling related organisations so as to improve access to the University for all cyclists

h. Work with local and regional transport bodies and operators to improve public transport access and viability for staff, students and visitors.

In terms of sustainable travel, public transport is the most viable option for the majority of staff and students. The 2010 staff travel survey showed that 39% used bus, train or tram for their commuter journey. As yet, student public transport use has not been ascertained.

There is no doubt that the ability to increase usage levels is not something the University can achieve in isolation. Being based centrally within a large city means access to public transport options is good but there is still a real need for improvement to public transport access, quality, ticketing and a need to further tackle congestion[12]. In order to make significant strides forward, investment in local and regional infrastructure is needed, along with improvements in service provision and this remains a significant challenge for the City and the region. The University will continue to both lobby and, as appropriate, support the City in improving public transport choices that will directly benefit staff, students and visitors, as well as build positive relationships with local public transport operators.

Objectives and targets:

- Support planned regional and local schemes that promote the use of sustainable travel, such as; the Bus Priority Package, the Northern Hub, Metrolink's expansion and the Local Sustainable Transport Fund[13]
- Support the implementation of smart ticketing within Greater Manchester, particularly with regard to supporting flexible travel habits, occasional use and part time staff

[12] www.manchester.ac.uk/sustainability/campus/travel/surveys

[13] www.tfgm.com

- Work with partner organisations within the Corridor to actively represent the views of staff and students with public transport bodies and transport operators with a view to improving the viability of public transport
- Access the potential to increase the opportunities to purchase tickets on site, the range of tickets available and at a discounted price

i. Reduce the carbon emissions from fleet vehicles by investing in low emitting vehicles and improve the efficiency of their use.

The University has around 100 fleet vehicles covering a wide range of services. In order to help support the reduction of carbon emissions and create a more pleasant environment to work and study, the University will, where viable, invest in low emitting vehicles and encourage more fuel efficient driver behaviour. Such vehicles and behaviour will also showcase the positive stance the University has on environmental sustainability.

Objectives and targets:

- The University will carry out an Energy Saving Trust Green Fleet Review in order to better understand its current arrangements and future options
- A biodiesel trial using used cooking oil from University refectories will take place in a select number of fleet vehicles
- Low emitting vehicle criteria will be added to vehicle procurement processes and a menu of vehicle type options produced to inform decisions
- Staff driving fleet vehicles will be provided with environmental driver training designed to improve driving efficiency and reduce both carbon emissions and fuel costs
- The potential to provide a shuttle bus service between the Manchester campuses and Jodrell Bank will be investigated

j. Actively inform visitors of sustainable transport options and encourage their use.

First impressions are crucial and the first journey to a new destination creates one of the key starting points of a person's perception. In order to showcase the University's environmental sustainability credentials it is important that new visitors are provided with information that highlights this. In addition, a reduction in visitor car use improves the local environment in terms of emissions, air quality and congestion, as well as reducing car parking demand.

Objectives and targets:

- All University travel information, both printed and online, displays travel directions in a sustainable travel order as a matter of course

6. Targets

6.1 Measuring Success

There are a number of ways that the Sustainable Travel Plan's success will be measured. Carbon emissions will be the key to this but there are other ways in which progress can be determined, such as travel surveys, initiative take up, facility usage monitoring and investment in new facilities.

More detail on how each of the four key areas will be monitored and targets set is outlined below:

6.2 Staff Commuter Travel

Why target a reduction in car travel?

As stated throughout this document, a reduction in car usage for all types of trips is being targeted. **Table 1** below refers to the results of the 2010 staff commute travel survey and can be used to illustrate why this is the case. As can be seen, nearly 68% of carbon emissions are as a result of staff driving a car on their own, despite them only making up 30% of all travel modes. The average per person tonnage highlights this point further, with single occupancy car drivers producing five times as much carbon as bus users and three times as much as train travellers. Of course, there has to be a place for car use in the transport mix as there are circumstances and situations where driving is the only viable option, plus the efficiency and level of emissions from vehicles is continually improving. However, the aim of the STP is to help support and encourage alternative travel modes and more selective use of car travel.

Table 1: The percentage of total carbon emissions resulting from each mode of travel and the average per person emissions for each mode (2010 survey results)

Mode	Percentage of Respondents	Percentage of Total Emissions	Average Per Person Emissions (tonnes CO_2 per year)
Single Occupancy Car	30.3	67.8	1.48
Car share	6.5	5.7	0.58
Motorbike	1	1.4	0.93
Moped/Scooter	0.1	0.1	0.37
Train	19.4	14.4	0.49
Bus	17.5	8.6	0.33
Tram	1.9	0.6	0.21
Bicycle	13.3	0	0
On Foot	8.7	0	0
Other	1.4	1.4	0.66

The 'Mode Split'

Staff commuter travel is where the majority of previous monitoring and targeting has taken place. Traditionally the key measure of success has been the so called 'mode split' from staff travel surveys which shows the main mode of travel used by staff for their journey to and from the University. **Table 2** below outlines the results of the three previous surveys[14] and shows some encouraging trends.

Table 2: Comparison of the 'modal split' from the 1999, 2005 and 2010 staff travel surveys.

Mode	2010	2005	1999***
	Percent.	Percent.*	Percent.
Car, as driver on own**	30.3	36.3	51
Car share**** as driver	4	N/A	N/A
Car share**** as passenger	2.5	2.7	4.5
Motorbike	1	0.9	N/A
Moped/Scooter	0.1	N/A	N/A
Train	19.4	19.3	14.5
Bus	17.5	21.3	16
Tram	1.9	2.6	3.5
Bicycle	13.3	8.4	4
On Foot	8.7	6.5	5
Other	1.4	0.1	1.5
Number of respondents	3763	1610	N/A

*Percentages for the 2005 survey sum to 98.1, the remaining 1.9% of respondents gave invalid responses to the question.
**In the 1999 and 2005 surveys, those travelling to work by car as a driver on their own were not separated from those driving in with a passenger.
***The 1999 figures are an average of the UMIST and Victoria University of Manchester modal splits.
****For the 2010 survey only, Car sharing was defined as '*Two or more University staff in the vehicle for the main part of the journey*'.

[14] http://www.manchester.ac.uk/sustainability/campus/travel/surveys

Previous Travel Plan Targets (2006-2011)

Effective implementation of a range of staff commuter initiatives has produced some encouraging trends. **Table 3** illustrates the 'Car driver on own' 35% target has been surpassed, with 30% travelling this way (as can be see in **Table 2**). Also of particular note is the 63% increase in cycling from 8.4% to 13.3%. Public transport use did not meet the target but this is, in the main, due to increases in walking and cycling and is therefore positive from a carbon and health perspective.

Table 3: Mode Split Targets from 2006 – 11 Travel Plan

Mode	Percentage
Car driver on own	35%
Car Sharing	5%
Public Transport	43%
Cycling	10%
Walking	7%

Future targets

As mentioned, it is the intention to produce a carbon footprint for staff commuter travel in line with HEFCE guidance in 2012. This will then be incorporated into the relevant University environmental sustainability plans to produce a specific carbon reduction target. However, based on previous work undertaken, **Table 4** shows future mode split targets and associated carbon emissions. It should be noted that, as referred to above, there is fluidity within the targets. For example, if public transport targets are not reached but cycling and walking targets are surpassed, this is a positive situation. The main aim is to reduce car travel.

Other ways in which success will be measured:

- Take up levels of schemes and initiatives
- Usage of sustainable travel facilities
- Car park monitoring data

6.3 Student Commuter Travel

Currently there is no robust data available with regards to student commuting habits. An initial baseline survey will take place in 2013 as part of Scope 3 calculations and in line with HEFCE guidance. This benchmarking of current habits will then allow targets for mode splits to be set. Carbon targets will also be established, as part of University environmental sustainability plans.

Other ways in which success will be measured:

- Take up levels of schemes and initiatives
- Usage of sustainable travel facilities

Table 4: Staff commute mode split targets and resultant carbon emissions

	2010 survey results		2015 target		Carbon Emissions with New Mode Split
	No. of staff	Percentage %	No. of staff	Percentage %	**Tonnes CO_2 per year**
Car as driver on own	3482	30.3	2873	25	4261
Car share	747	6.5	1034	9	601
Motorbike	115	1	115	1	106
Moped/Scooter	11	0.1	57	0.5	21
Train	2229	19.4	2413	21	1192
Bus	2011	17.5	2068	18	675
Tram	218	1.9	287	2.5	61
Bicycle	1528	13.3	1724	15	0
On foot	1000	8.7	804	7	0
Other	161	1.4	115	1	76
Total Emissions					**6993**

6.4 Flexible Travel and Commuting

Despite the mode split being a useful gauge to determine the success of the STP, there is an important issue with regards to flexible travel which involves commuters (both staff and students) using a variety of modes of travel dependent on daily circumstances (or indeed not travelling at all when working or studying from home). As outlined elsewhere in this document a flexible approach to travel is a key aim and is seen as a realistic way of altering behaviour and achieving increased rates of sustainable travel usage. This will not be reflected in mode split results which only cater for the 'main mode' of travel. However, the HEFCE guidance on commuter travel monitoring does allow for flexible travel habits and therefore data will become more accurate and the presentation of results will improve.

6.5 Business Travel

Currently there is no robust carbon data available with regards to business travel habits. As part of Scope 3 monitoring, and in line with HEFCE guidance, appropriate business travel data collection will commence from academic year 2012/13. This measurement of carbon emissions will then allow targets to be set in line with University environmental sustainability plans.

Other ways in which success will be measured:

- Levels of expenditure on all business travel combined and specific modes of travel
- Usage of video conferencing facilities
- Usage of schemes and initiatives designed to encourage sustainable business travel

6.6 Fleet Vehicles

As outlined in the carbon section, fleet vehicle Scope 1 emissions were calculated as part of the Carbon Management Plan for the year 2007/08. As part of the STP this will be recalculated to establish progress since and to allow for the production of targets for this individual area.

Other ways in which success will be measured:

- The types of fleet vehicles purchased and leased
- Numbers taking part in eco-driving lessons
- Implementation of schemes and initiatives designed to reduce carbon emissions

7. Delivery Plans

In order to achieve the aims and targets described in this document three detailed delivery plans can be found below, namely:

- **Appendix A: Planned Internal Measures** - Those that are budgeted for and/or have been agreed
- **Appendix B: Potential Internal Measures** - Those that are not yet budgeted for and/or agreed but will be actively pursued
- **Appendix C: External Partnerships** - Projects, schemes, issues and initiatives that are not directly influenced by the University but that the University needs to be actively involved in in order to increase the use of sustainable travel

In order to implement a successful STP, support from individuals, Schools and Directorates is required, as well as from external partners. Those with lead responsibility for the tasks in the delivery plans reflect this situation and their support is most valued. It may well also be the case that new opportunities and/or unforeseen barriers arise during the lifetime of this document, as well as potential new buildings and public realm schemes as part of the Estates Master Plan. The STP will therefore be updated annually to reflect changes in circumstances.

Appendix A: Planned/budgeted internal measures and initiatives

	Measure / Initiative	Tasks			Lead Responsibility	By When
1	**Projects (new developments, public realm and small works)**					
		1.1	Cycle Parking	Adhere to the Design Team Code of Practice with regard to the provision of necessary numbers and quality of cycle parking (both stands and shelters)	DLH	On-going
		1.2	Shower and changing	Adhere to the Design Team Code of Practice with regard to the provision of necessary numbers and quality of shower, changing and drying facilities.	DLH	On-going
		1.3	Cycle routes	Adhere to the Design Team Code of Practice with regard to the provision of designated cycle access routes and associated facilities.	DLH	On-going
		1.4	Pedestrian routes	Adhere to the Design Team Code of Practice with regard to the provision of designated pedestrian access routes and associated facilities.	DLH	On-going
		1.5	Sustainable travel information points information	Adhere to the Design Team Code of Practice with regard to areas suitable for the provision of sustainable travel information.	DLH	On-going
		1.6	Electric charging points	Adhere to the Design Team Code of Practice with regard to installation of electric charging points for vehicles.	DLH	On-going
		1.7	Video conferencing	Adhere to the Design Team Code of Practice with regard to the installation of video conferencing facilities.	DLH	On-going
2	**Commuter Travel: Cycling**					
		2.1	Cycle Parking	Increase the number of sheffield 'hoop' stands on campus by 100 to 2560	DLH	Jul-13
				Increase the capacity of campus cycle shelters by 120 to 570 Spaces	DLH	Jul-13
				Install cycle shelters at halls of residences with an overall capacity of 730 spaces and improve the quality of existing	HM/AC	Jul-15

	Measure / Initiative	Tasks			Lead Responsibility	By When
				facilities where necessary and feasible.		
		2.2	Shower & changing	Increase the number of showers available to cyclists in current buildings from 32 to 42	DLH	Jul-15
		2.3	Locker provision	Install 50 clothing and equipment lockers near shower provision	AH	Feb-13
		2.4	Maintenance sessions	Provide bike maintenance sessions on campus totalling 100 participants	AH	Jul-13
		2.5	Biko Bikes Project	Support the Student Union with the aim of increasing the sustainability and success of the project	AH	On-going
		2.6	Cycle security	Reduce the number of cycle thefts at the University by 30% against a 2010/11 baseline, through the internal bicycle marking scheme, subsidised locks and awareness raising	IH	Jul-15
		2.7	Cycle to Work tax free bikes scheme	Continue to support the take up of the scheme with a target of 200 cycles bought per academic year from 2012/13 to 2014/15	AH	Jul-15
		2.8	Student access to current staff events	Investigate the feasibility and practicality of involving undergraduates in cycle events	AH	Sep-13
3	**Commuter Travel: Walking**					
		3.1	Lunchtime walks	Actively promote and increase take up of lunch time walks	AH	On-going
4	**Commuter Travel: Public Transport**					
		4.1	North campus Stagecoach tickets	Investigate the potential to sell Stagecoach bus tickets on north campus	AH	Jan-13
		4.2	Bus ticket purchase numbers	Double the number of Stagecoach bus tickets purchased on site; weekly tickets from 13 to 25 per week and monthly tickets from 95 to 200 per month.	AH	Jul-15
5	**Commuter Travel: Car**					
		5.1	Staff Car Parking Policy	Based on senior leadership guidance, look to implement a policy which supports reducing carbon emissions and improving operational efficiency, whilst maintaining necessary access.	DLH	Sep-13

	Measure / Initiative	Tasks			Lead Responsibility	By When
		5.2	Review the car sharing database	Audit the current shared (with Oxford Road partners) online database and decide whether to provide a University only facility	AH	Dec-13
		5.3	Guaranteed lift home facility for car sharers	Based on an agreed criteria and maximum budget, provide reimbursement for car sharers whose lift home fails due to unforeseen circumstances	SM	Sep-13
		5.4	Electric charging infrastructure	Subject to funding agreed, install 5 dual charging points in University car parks	DLH	Mar-13
6	**Commuter Travel: Flexible working**					
		6.1	Flexible/agile working options	Provide potential options for inclusion into flexible working policies, that will enable use of sustainable travel where it is currently not possible under normal working conditions (options will not have a detrimental affect on delivery of duties)	KH	Aug-14
7	**Business Travel**					
		7.1	Egencia travel booking system non-compliance	Report on non-contract compliance with Egencia; investigate reasons and issues and aim to resolve these	KC	On-going
		7.2	Egencia usage	Increase the use of Egencia for advanced travel bookings from 10% in 2012 to 50% of all relevant University expenditure	KC	Jul-15
		7.3	Online expenses claim system	Ensure the new online expenses claim system meets the needs of Scope 3 carbon calculation data, required by HEFCE for EMS stats.	SM	Sep-14
		7.4	Cycle mileage rate	Trial a cycle mileage rate for business journeys at the HMRC tax free rate (currently 20p) for a 1 year period.	SM	Sep-13
		7.5	Car share mileage rate	Introduce a passenger payment rate for private car business mileage claims at the HMRC tax free rate (currently 5p per passenger per mile).	SM	Sep-13

	Measure / Initiative	Tasks			Lead Responsibility	By When
		7.6	Expenses claims for public transport	For small claims (under £50) encourage the use of the petty cash system to reduce administrative costs and encourage the use of public transport for business journeys.	SM	Sep-13
		7.7	Video conferencing audit	Audit the current level of provision (including unused equipment) and usage across the University by use of an online survey.	TB	Mar-13
		7.8	Pool Bikes	Trial a pool bikes system for staff business trips within at least 2 areas.	AH	Apr-13
		7.9	Driver training	Provide eco-friendly driver training to 20 fleet vehicle drivers in order to reduce emissions and fuel costs.	AH	Feb-13
8	**Fleet Vehicles**					
		8.1	A Green Fleet Review	Carry out a Green Fleet Review in conjunction with the Energy Saving Trust in order to get expert advice and guidance on the potential actions required to reduce fleet emissions but meet service requirements.	AH	Feb-13
		8.2	Bio-diesel Trial	Subject to further investigation, carry out a bio fuel trial in University fleet vehicles using used cooking oil from University refectories	AH/AA	Aug-13
		8.3	Vehicle procurement	Incorporate the environmental impact of vehicles into the procurement tender process	KC	Jun-13
9	**Visitor Travel**					
		9.1	Sustainable travel directions	Ensure that visitor travel information is provided in a environmentally friendly order in order to encourage sustainable travel to the University.	AF	Jan-13
10	**Carbon calculation/Monitoring**					
		10.1	Staff & Student travel surveys	In order to gather up to date data on staff & student commuter habits, and to meet HEFCE Scope 3 requirements, a survey of staff and students is needed biennially.	AH	Biennially, starting Feb-13
		10.2	Business travel carbon emissions	Calculate carbon emissions from business travel, in line with Scope 3 Guidance from HEFCE, for EMS submission.	AH	Annually, starting Jan-2014

	Measure / Initiative	Tasks			Lead Responsibility	By When
		10.3	Fleet vehicle carbon emissions	Calculate the emissions from fleet vehicles as part of annual EMS submission.	AH	Annually in Jan
11	**Sustainable Travel Promotion**					
		11.1	Promotional campaign	An event and campaign aimed at encouraging students to cycle, focusing on advisory routes, emissions, road safety, health and security.	AW/AH/KD	Mar-13
		11.2	Information to new students	Prior to starting University, ensure the new student intake is aware of their travel options and that we advise against bringing a car to Manchester (unless there are mobility issues).	MM/PB/AH	Aug-13
		11.3	Social networking	Explore the opportunities to utilise common social networking websites such as Twitter and Facebook to provide information to staff and students.	AH	Set up by Aug 13, updates on-going
		11.4	Consistent promotion	A clear promotional timetable and campaign to be produced, with particular focus on modes of travel depending on the time of year e.g. cycling in Spring.	AF/AH	Aug-13
		11.5	New staff	In advance of starting at the University, encourage the use of, and provide information and guidance on, sustainable travel options.	AH	Aug-13
12	**Other**					
		12.1	Jodrell Bank shuttle bus service	Investigate the potential for a shuttle bus running to and from Jodrell Bank from the main University campus or Goostrey rail station	TA/BB/AH	Jan-13

Key to Initials

Initials	Name	Position
DLH	Diana Hampson	Director of Estates and Facilities
HM	Helen McGlashan	Director of Residences
AC	Alexander Clark	Environmental & Sustainability Officer for the Directorate of the Student Experience
AH	Andrew Hough	Sustainable Travel Planner
IH	Ian Halliwell	Crime Reduction Advisor
SM	Stephen Mole	Director of Finance
KH	Karen Heaton	Director of Human Resources
KC	Kevin Casey	Head of Procurement
TB	Trevor Byrne	Media Services Manager
AA	Alison Aucott	Head of Hospitality and Events
AF	Alan Ferns	Director of Communications, Media and PR
AW	Alex Waddington	Student Communications Manager
KD	Kaz Dyson	Community Officer, Students' Union
MM	Marieke Mollitt	Student Marketing and Communications Officer
PB	Paul Burns	Accommodation Office Manager
TA	Teresa Anderson	Jodrell Bank Discovery Centre Project Director
BB	Becky Burns	Head of Gardens and Interpretation

Appendix B: Potential internal measures and initiatives

	Measure / Initiative	Tasks			Lead Responsibility	By When
1	**Commuter Travel: Cycling**					
		1.1	Cycle Parking	Subject to need and budget, increase the number of sheffield 'hoop' stands on campus by a further 150 to 2710	DLH	Jul-15
				Subject to need and budget, increase the capacity of campus cycle shelters by 60 to 630 spaces	DLH	Jul-15
				Investigate the potential to Install CCTV cameras in all current and future cycle shelters.	DLH	Jul-13
		1.2	Cycle routes and access	Investigate the potential for clearer demarcation of current routes across campus.	DLH	Jul-13
		1.3	Locker provision	Based on the outcome of a locker trial and subject to funding, install a further 150 clothing and equipment lockers across campus	AH	Jul-14
		1.4	Bike tool stands	Subject to feasibility and funding provide basic tool stands across campus for minor repairs	AH	Jul-14
2	**Commuter Travel: Public Transport**					
		2.1	Interest free loans for annual tickets	In the context of potential Human Resources reviews of processes, include the interest free loan scheme to ensure a well organised system for both users and administrators.	VC	Jul-13
3	**Commuter Travel: Car**					
		3.1	Car sharing bays	Install 20 designated car share bays across campus	DLH	Sep-13
4	**Business Travel**					
		4.1	New video conferencing facilities	Support the installation and promotion of new facilities and/or equipment, which reduces the need to travel, in existing buildings.	DLH	On-going
		4.2	Car clubs/pool cars	Subject to feasibility, trial an on site pay by the hour car club and/or University pool cars for business journeys and potential student use	DLH	Sep-13
		4.3	Pool Bikes	If the trial is successful, look to implement a University wide	DLH	Jul-14

	Measure / Initiative	Tasks			Lead Responsibility	By When
				scheme.		
		4.4	Driver training	Based on the outcome of budgeted courses, provide eco-friendly driver training to 20 fleet vehicle users (and potentially 'grey fleet' users) per year in order to reduce emissions and fuel costs.	AH	August 2013 - July 2015

Key to Initials

Initials	Name	Position
DLH	Diana Hampson	Director of Estates and Facilities
AH	Andrew Hough	Sustainable Travel Planner
VC	Vanessa Cowan	Resourcing and Engagement Manager

Appendix C: External partnership work

	Initiative	Partner/s			Description
1	**Cycling**				
		1.1	Cycle access	Transport for Greater Manchester (TfGM) and Manchester City Council (MCC)	Work in partnership in order to support the improvement of cycle access, with particular regard to facilities and routes within the vicinity of the University.
		1.2	GM Cycle Project	TfGM	Support the Greater Manchester wide Commuter Cycle Project and actively take part as an employer partner
		1.3	Oxford Road Partners	The Corridor Manchester	Continue to work in partnership with the Oxford Road partners with regard to promoting cycling and consultation on cycle facilities in the vicinity. Look to benefit from the associated economies of scale where possible.
		1.4	Links with shops	Local Bike Shops	Continue to improve relationships with local stores to the benefit of staff and students and look to organise discounts and advertise promotions.
		1.5	Funding	Funding Bid Organisations	Keep abreast of opportunities to submit funding bids which will improve and encourage cycling.
		1.6	Bus driver training	Bus Operators	Encourage bus operators to improve driver training with regard to cyclists, particularly on Oxford Road and in Rusholme.
2	**Walking**				
		2.1	Pedestrian access	TfGM & MCC	Work in partnership in order to support the improvement of pedestrian access, with particular regard to facilities and routes within the vicinity of the University.
		2.2	Links with groups	Walking Groups and Organisations	Continue to build relationships with local and regional walking groups with a view to promoting walking opportunities and providing on campus walking sessions.
3	**Public Transport**				
		3.1	Bus Priority Scheme	TfGM & MCC	Support and promote the development of the bus priority scheme and act as a key stakeholder with regard to highway and access alterations on Oxford Road.

	Initiative	Partner/s			Description
		3.2	Rail and tram projects	TfGM	Support and promote the development of large scale projects designed to improve sustainable travel access, such as the Northern Hub rail scheme and Metrolink expansion
		3.3	Smart ticketing	TfGM and transport operators	Actively encourage improvements in local ticketing arrangements and more flexible use of public transport by lobbying public bodies and transport operators to implement smart ticketing systems in Greater Manchester. Investigate the potential use of the new staff and student ID smartcards.
		3.4	Bus quality	TfGM and transport operators	Encourage TfGM and operators to agree improvements in bus quality in terms of emissions and passenger experience, particularly for services running along Oxford Road and Wilmslow Road.
		3.5	Real time information	TfGM	In order to improve bus passenger experience, lobby for real time technology to be fitted to bus stops in the University vicinity and encourage its use throughout Greater Manchester.
		3.6	Corporate discounts	Transport operators	Look to improve upon and promote public transport corporate discounts for staff, by providing evidence of the University's sustainable travel aspirations and workforce size and locations
		3.7	Student discounts	Transport operators	Encourage operators to improve upon and actively promote student ticketing options. In addition, encourage those that do not have student ticket options to implement them.
		3.8	On site bus ticket efficiency	Stagecoach	Investigate the potential to reduce administration and staff bus users time by providing an online alternative to the current on campus paper ticket system
		3.9	Overcrowding and capacity	TfGM & Transport operators	Provide evidence and support opportunities to reduce overcrowding on local public transport systems
		3.10	Service times & punctuality	TfGM & Transport operators	Provide evidence of poor performing routes and opportunities to improve services

	Initiative	Partner/s			Description
		3.11	Additional services and routes	Transport operators	Provide transport operators evidence of opportunities for additional services (either frequency or potential new routes) in order to provide better public transport connections to the University.
		3.12	Infrequent/flexible travel	TfGM and transport operators	Due to flexible working and studying, encourage and provide evidence of the need for operators to better cater for occasional public transport use in terms of cost and user experience.
		3.13	Business travel	Transport operators	Investigate the opportunity to provide single or multi operator company/pool public transport tickets for use by staff to make access to public transport easier for local business journeys.
		3.14	Partnership work	Fellow employers	In addition to work with Corridor Manchester partners, build relationships and work with other employers where it is mutually beneficial to do so.