

Appendix 3: Action Plan Completed Objectives

10th Revision (February 2018)

Completed Objectives

Measures shaded purple have now been delivered as part of the Travel Plan					Measures shaded grey have been investigated and are not deliverable at this time		
Objectives/ Deliverables	People	Location	Effect of implementation	Responsibility	Timescale	Costs	Details
3.1 Review of managing working time and flexible working arrangements	Staff	All campuses	Reduction in staff commuting trips	UoS (HR)	Completed April 2013	-	Work-life balance policies have been brought together on the HR website to promote the range of flexible working options available to staff: https://www.southampton.ac.uk/hr/services/work_life_balance/index.php Further work on flexible working practices is included in the University's Single Equality Scheme and HR's strategic support plan 2010-2015.
3.2 Implement home working policy	Staff	All campuses	Reduction in staff commuting trips	UoS (HR)	January 2015	-	Home working is included in the University flexible working policy (see objective 3.1), and the policy document was updated in January 2015. The policy focuses on work/life balance, and includes avoiding rush hour travel as a potential mitigation measure.
3.3 Review teleconferencing/ videoconferencing	Staff, Students	All campuses	Reduction in staff and student trips to campuses Reduction in staff business trips	UoS	Completed 2010/2011	-	I-Solutions have reviewed the facilities currently available to support video conferencing at the University, and potential alternative equipment that could be introduced. More work is required to promote the facilities that are available, and monitor their use (Objective 3.3.1).

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4.2 Improve linkage between NOCS, Dock Gate 4 and the city	Staff, students	NOCS	Improved cycling facilities Improved perception of cycling	UoS SCC Sustrans	Completed 2010/2011	-	<p>We have been consulted on the 'Platform for Prosperity' project which includes significant improvements to cycle links via Dock Gate 4, and have increased the frequency of uni-link buses to the NOCS site to cater for growing demand.</p> <p>A cycle map highlighting routes between Highfield and NOCS has been produced, and will be reviewed periodically (Objective 4.5.1). We continue to work with SCC and Sustrans to identify areas where the cycle network can be further improved.</p>
4.3 Improve linkage between WSA and cycle network	Staff, Students (WSA)	Winchester	Improved cycling facilities Improved perception of cycling	UoS, HCC, WCC, Sustrans	Completed February 2013	-	<p>We have met with Sustrans, Winchester City Council and local businesses to discuss cycle links in Winchester, specifically links between Easton Lane, WSA and Winchester Station. Cycle route improvements are proposed as part of an Area Travel Plan for Moorside Road (adjacent to the Erasmus hall complex), and development of the Sustrans route 22 between Alresford and Otterbourne has been completed. We will continue to influence these discussions through quarterly liaison meetings. We see the University position as supporting and discussing proposals to be implemented through the plan, rather than leading on specific measures at this time.</p>
4.4 Improve signs along routes between University sites	Staff, students, All main routes	Highfield, Avenue, Boldrewood	Improved walking & cycling facilities Increased awareness of routes	UoS, SCC	Completed September 2014	£30k	<p>(Linked to 4.1 and 4.5) Signs and navigation totems between the Highfield, Avenue and Boldrewood campuses, and surrounding hall sites have been installed as part of the SCC Legible Cities project (September 2014), with £30k funding provided by the University.</p>

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4.5 Provide online walking and cycling maps	Staff, students, visitors	All campuses	Improved walking & cycling facilities Increased awareness of routes	UoS	Completed 2010/2011	-	Cycle maps for NOCS and the General Hospital have been published and are available on the transport website. Walking maps indicating routes and walking times between Highfield and the halls of residence are included in student welcome packs and are available via the transport website. These maps will be reviewed periodically (Objective 4.5.1)
4.5.1 Review and update walking and cycling maps as necessary	Staff, students, visitors	All campuses	Improved walking & cycling facilities Increased awareness	UoS	Completed 2017	-	Maps have now been published and are regularly reviewed and updated as necessary. We have a process in place to review the content of the transport website, including online resources such as maps. Increased online information has reduced the use of printed maps.
4.8 Review cycle provision at WSA	Staff, students	WSA	Improved cycle facilities	UoS	2011–2012 academic year	-	See Objective 4.8.1. We continue to monitor demand for cycle storage at the WSA campus and Erasmus halls of residence.
4.8.1 Provide secure cycle provision at WSA	Staff, Students (WSA)	Winchester	Improved cycle facilities Reduction in number of bicycles stolen	UoS	Completed August 2013	£26.6K	A secure cycle store providing 40 spaces was installed during the summer of 2013. The facility is managed by the Estates team on site and is promoted to staff and students to reduce the number of bikes locked to street furniture within car parks and along Park Avenue.

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4.9 Review management of bike cages	Staff, Students	All campuses & hall sites	Improved cycle facilities Reduction in number of bikes stolen	UoS	Completed September 2012	£7k	<p>We have replaced key locks with card access systems at all campus and hall cycle stores where such a system is practicable. All new facilities will adopt the same system.</p> <p>An active strategy for removal of abandoned bikes (measure 4.9.1) and cycle locks is now underway. Metal rails for the storage of cycle locks have been provided in cycle stores on the Highfield Campus, and have reduced the number of abandoned locks.</p> <p>A dedicated cycling desk is provided in the uni-link office to provide information on storage and security. Records of use and capacity are now kept to inform our on-going cycle strategy, and are used in the University EMS data submission.</p>
4.12 Consider introduction of cycle training scheme	Staff, students	All campuses	Increase in numbers of staff and students cycling	UoS	Completed 2010/2011	£5 per person	<p>SCC provides subsidised adult cycle training, which is promoted through the uni-link office. Uptake from staff and students has been good. We will continue to promote this service, and any others that become available.</p>
4.13 Introduce bike rental scheme	Staff	All Campuses	<p>Increase in intercampus bike use</p> <p>Increase in bike use to campus</p>	UoS, SCC, SGH	2012/13 Academic year	-	<p>We are yet to identify a rental scheme that offers a suitable service for staff and students, and feedback from other institutions has indicated the cost/benefit of such a scheme is limited.</p> <p>We promote an existing cycle hire scheme run at Southampton Central Station (Brompton Dock) and have negotiated a discounted hire rate for University staff, advertised on the University employee benefits website. SCC may consider a city wide hire scheme as part of ongoing LSTF projects, and the University would review opportunities for staff and students to participate.</p>

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4.14 Review cycle purchase scheme (Cycle to Work) (On-going Measure 4.14.1)	Staff	All campuses	Increase % of staff cycling	UoS	Completed 2010/2011	-	The Cycle to Work scheme was re-tendered in March 2010. The scheme is currently administered by CycleScheme. The new scheme is promoted at regular cycling events across the University. Since it was introduced, uptake has shown continual growth. The average spend per person is approximately £680.
4.15 Introduce 'bike buddy' scheme	Staff, students	All campuses	Improved support for cycling	UoS	For academic year 2010–2011	£300 Per annum	Feedback from other Universities within the EAUC Transport Network indicated that uptake of such schemes is minimal. As a result we do not propose introducing a formal scheme, and will concentrate on encouraging informal links instead.
4.16 Introduce 'walk buddy' scheme	Staff, students	All campuses	Improved support for walking	UoS	For academic year 2010–2011	£300 Per annum	Feedback from other Universities within the EAUC Transport Network indicated that uptake of such schemes is minimal. As a result we do not propose introducing a formal scheme, and will concentrate on encouraging informal links instead.
4.17 Review Doctor Bike scheme (On-going Measure 4.17.1)	Staff, students	All campuses	Improved support for cycling	UoS	Completed 2010–2011	£1,200 per annum	We have continued to monitor uptake of the Bike Dr service, which remains very popular with staff and students. Frequency was increased from monthly to fortnightly in 2012, and has attracted additional LSTF funding to move to a weekly service in 2014.
4.17.2 Provide Bike Dr service at other campuses	Staff, students	Avenue, hall sites	Improved support for cycling	UoS	Completed 2013-2014	£1,200 per annum	A Bike Dr service operates during cycle promotion events at the NOC campus. A service at Avenue Campus and halls was piloted in 2013/14, and has been confirmed for the 2014/15 academic year.

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4.18 Introduce 50p bike mileage rate	Staff	All campuses	Improved support for cycling	UoS	2012–2013	-	The current mileage rate offered to cyclists is 10p per mile. Uptake of bike mileage is minimal. After discussions with procurement and colleagues at other Universities, it was felt an increase in rate is unlikely to significantly increase uptake, or act as an effective motivator for increased cycle use.
5.2 Provide real-time bus passenger information (On-going Measure 5.2.1)	Staff, students, visitors, public	All main bus stops	Improved passenger information Increase awareness of bus services Improve perception of bus travel	uni-link UoS SCC	Completed October 2010	£16k	The redeveloped uni-link Interchange includes a real-time information board in the heart of the facility to provide up-to-date service information. This facility was upgraded in 2013 to provide an integrated RTI Totem, provided by SCC as part of their Legible Cities/RTI LSTF project.
5.3.2 Promote use of Student Entitlement for uni-link	Students	Southampton halls/ campuses	Increased student patronage	UoS	For 2012/13 academic year and on-going	-	From the 2012/13 intake, all students joining the University receive an entitlement allowance of £300 to be spent on University products and services, including uni-link academic year passes. We promote this option on the transport website and in the uni-link office, including the option to purchase a uni-link pass online.
5.4 Prepare a Kick-Start bid for uni-link	Staff, students, visitors, public	All campuses	Improved bus service	UoS uni-link SCC	For 2009–2010 and On-going	-	This objective has been overtaken by the LSTF funding applications by SCC (Objective 9.3.1), which include significant investment in bus service improvements, and by other funding streams including the Better Bus Fund. We will continue to pursue funding and development opportunities through these routes, although we would consider a kick start bid in the future if a suitable opportunity presented itself.

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5.5 Introduce a salary sacrifice scheme for uni-link bus passes	Staff	All campuses	Bus journeys become more cost effective and attractive	UoS	Discounted 2010-2011	-	We have explored this option with finance and do not believe it is possible to implement at this time. There are specific rules prohibiting salary sacrifice for a service that could be considered a 'benefit in kind' and a network pass would fall within this category. This situation may change, particularly with proposals for multi-operator smart cards progressing, and we will continue to look for opportunities to progress this measure.
5.6 Introduce through-ticketing between uni-link and Go-Ahead services	Staff, students, visitors	All campuses	Improved public transport service	uni-link	Introduced June 2013	£20.5k (cost to University)	The 'Key' Smartcard was introduced on uni-link services in June 2013. This card is also used on Bluestar and Wilts & Dorset services, and greatly increases the number of through-ticketing offers available to staff and students.
5.7 Review through-ticketing between Winchester and Highfield campuses (On-going measure 5.7.1)	Staff Students	WSA	Improved service	UoS Go South Coast	For 2009–2010 academic year	-	Bluestar 90-day passes are available to WSA students at a discounted rate, and we introduced 10-trip ticket booklets in 2010 to cater for less frequent trips. Uptake of the 10 trip ticket has been very low, so was discontinued from October 2013. 90 day passes are now provided on 'Key' Smartcards and include access to the uni-link network, making them significantly better value. This measure is superseded by 5.7.1, which sets out to maintain and develop travel options at WSA.
5.8 Improve bus interchange	Staff, Students, visitors	Highfield	Improved waiting facilities Safer operation of services	UoS uni-link SCC	Completed September 2010	£1.5m	The redevelopment of the Interchange was completed in September 2010. The project was funded through a successful partnership between UoS, SCC and Go South Coast.

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5.11 Introduce cheaper rail fares for staff and students	Staff, students	All campuses	Improved public transport service	UoS, South West Trains	For 2011–2012 academic year	-	Discussions have been held with South West Trains, who have indicated that they would be willing to offer season ticket discounts for travel between Southampton Parkway and Winchester, however we have encountered issues regarding the legal licences required to formalise these offers and as a result have struggled to implement them. In addition, a student rail card offers a greater level of discount than a route-specific season ticket from South West Trains. We will continue to explore options for rail offers, including opportunities to provide cross ticketing using ITSO Smartcards.
5.12 Promote use of 'green' taxi firm	Staff	All campuses	Reduced pollution Cheaper fares Staff	UoS	Completed 2010/11	-	We have worked with our Procurement Team on a tender for taxi firms to be added to the University approved supplier list, including specific consideration of their environmental policies. This process will be repeated when the service is re-tendered.
6.2 Investigate the introduction of a daily car park permit pricing structure and management system	Staff	Highfield	Support for adopting more sustainable modes	UoS	Pilot January 2014	19p per permit	Single use parking permits (sold in sheets of 5 permits) are being introduced alongside other permit options in January 2014. This option will allow occasional car use by those who would otherwise travel via other modes
6.6 Phase out essential car allowances	Staff	All campuses	Increase in alternative modes of transport	UoS (HR)	For 2010–2011 academic year	-	A revised policy for essential car users is currently under review, although this has not yet been signed off by the University.

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6.9 Cap new car parking spaces beyond those already identified and planned	Staff	All campuses	Reduction in parking per head of population	UoS	Completed 2010/11	–	Parking on the Highfield Campus is restricted to 1881 spaces, as set out in the University Estate Strategy.
6.10 Remove named car park spaces	Staff	All campuses	Leadership by example	UoS	For 2011/12 academic year	-	There are no parking spaces allocated to individually named staff on our campuses, however spaces for specific roles remain in place for operational reasons. It is requested that new Deans are not allocated a named parking space. Allocated spaces are periodically reviewed to check that they are still required.
6.12 Provide secure parking for PTWs	Staff, students, visitors	Highfield campus	Increased P2W use	UoS	For 2009–2010 academic year and on-going	£6k	Motorcycle parking facilities have been installed at the following locations: <ul style="list-style-type: none"> • To the rear of B46 (12 spaces) • Within the Pay & Display car park (10 spaces) • Within the Upper Nuffield car park (4 spaces) These facilities are promoted through the UoS motorcycle users group. Motorcycle parking is considered as part of planning for new facilities.
6.12.1 Review security/safety/use of PTW parking facilities	Staff, students	All campuses	Improved facilities for PTW, reduction of inappropriate PTW parking	UoS	2013-14 academic year	Incorporated within projects	Dedicated motorcycle parking facilities have been provided on the Highfield Campus; however informal parking takes place in some locations and at other campuses. We continue to review existing PTW parking and identify opportunities to formalise parking and improve security. We have imposed measures to stop informal parking where it has been identified as inappropriate.

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6.13 Increase cost of visitor car parking	Visitors	Highfield campus	Reduction in visitor car trips	Uos	For 2009-10 academic year	-	We have not increased the cost of Pay & Display (P&D) car parking, however the current price (£1 an hour, up to 8 hours) is comparable to charges elsewhere in the city and acts as a disincentive for regular commuter use. We intend to introduce a card payment option for P&D parking in 2014, which will include a review of pricing.
6.15 Review 'green' procurement policy for vehicles	Staff	All campuses	Reduction in emissions/ carbon footprint Promotion of green issues	UoS	Completed February 2011	–	A review process for the purchase of University vehicles has been agreed with procurement and was introduced in February 2011. All requests for new or replacement vehicles are now assessed against carbon emissions, and require agreement of the Transport Manager to proceed.
6.16 Review type and use of University fleet vehicles	Staff	All campuses	Information on fleet vehicle use	UoS	Completed 2010/11	-	Fleet vehicle carbon emissions are collated as part of our Estates Management Statistics return. A process is in place to capture this information on an annual basis.
6.17 Consider introduction of booking system for University vehicles	Staff	All campuses	Improve the use of University fleet vehicles Reduce the need to travel by private car	UoS	Removed October 2011	-	This objective was reviewed alongside a wider Fleet vehicle review with our procurement team. The cost of implementation was considered to outweigh the benefit of introducing such a system. We will revisit this objective if the policy surrounding the allocation of fleet vehicles is reviewed in the future.
6.19 Promote Winchester Park and Ride sites	Staff, students, visitors	WSA	Reduce staff, student and visitor trips to the campus Reduce need for car parking	UoS	Completed 2010-2011	–	WSA display promotional material for the park & ride facilities in Winchester, with details also available on the transport website.

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7.1 Promote business travel hierarchy	Staff, students	All campuses	Reduction in staff and student car use	UoS	For 2009–2010 academic year On-going	-	Information on the University transport website is now structured to promote the business travel hierarchy: (http://www.southampton.ac.uk/transport/businesstravel/businesstravel.html) The order of preference is: <ol style="list-style-type: none"> 1) remove the need to travel 2) walk 3) cycle 4) public transport 5) car share 6) car hire 7) use of fleet vehicle 8) private car 9) air travel
7.2 Check staff/student car licences, MOT and insurance documents	Staff, students	All campuses	Ensure staff and students have legal driving documents	UoS Procurement, local managers	For 2011–2012 academic year	-	Linked to 6.15. This information is collected as part of the application process for fleet vehicles and the booking process for vehicle hire.
7.3 Consider introducing driver training	Staff, students	All campuses	Reduce vehicle emissions	UoS	For 2011–2012	--	We have discussed current driver training provision with colleagues in E&F, and have investigated training opportunities available through other bodies including HCC. Training includes advice on economical driving skills and the impact in terms of carbon emissions. We will review whether this should be mandatory.

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7.4 Freeze mileage allowance	Staff	All campuses	Reduce car business use	UoS	For 2009–2010 academic year	-	<p>University mileage allowances have remained static since 2006, at the following rates:</p> <ul style="list-style-type: none"> First 50 miles of any round trip (all engine sizes) at 40p per mile All mileage in excess of this at Public Transport rate of 23p per mile. <p>http://www.southampton.ac.uk/finance/central/mileage.html</p>
7.9 Work with Procurement Team to develop and implement Business Travel Policy	Staff	All Campuses	More control of business travel, measurement of scope 3 emissions from travel	UoS	Summer 2017	-	The University Health & Safety Office have developed a Business Travel Policy. The Transport Manager was consulted during this process, aligning the objectives of the policy with those of the Travel Plan wherever practicable.
8.1 Sustainability Officers to promote more sustainable travel modes	Staff, students	All campuses	Commitment to travel plan	UoS	Ceased 2016	-	A network of Sustainability Officers was in place until 2016, to assist with communicating environment and sustainability messages. The Travel Plan was discussed within Sustainability Officer meetings in July 2011 and March 2013. The group was disbanded in 2016 as other communication and engagement activities were undertaken as part of the University EMS.
8.2 Review relocation allowances	Staff, students	All campuses	Encourage new starters to use more sustainable travel modes	UoS	2012	-	Discussions have been held with HR and the current system has been reviewed. It is likely that future changes will include provision of information on transport options, rather than a change in the level of allowance based on modal choice.

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8.3 Update transport pages on website (including business travel hierarchy)	Staff, students, visitors	All Campuses	Awareness of sustainable modes	UoS	Completed 2010/11	-	<p>Online transport information is provided via:</p> <ul style="list-style-type: none"> the transport website (www.soton.ac.uk/transport). the HR Employee Benefits pages the uni-link and Bluestar bus websites the main University website <p>Links are provided between web pages, and are regularly checked to ensure they work. The information provided on the transport website follows the hierarchy set out in 7.1.</p>
8.4 Provide walking/cycling maps on website	Staff, students	All Campuses	Awareness of sustainable modes	Uos	Completed 2010/11	-	See 4.5, 8.3. Updates will be provided periodically, and will form part of the wayfinding project.
8.6 Produce travel pack for all new staff and students	Staff, students	All campuses	Awareness of sustainable modes	UoS	For 2009–2010 academic year and on-going	-	<p>Travel Information (including uni-link bus timetables and walking maps) is provided to students joining the University. Similar information is available for new staff joining the University, along with links to the transport website.</p> <p>The Transport Manager and Environment Manager deliver presentations and workshops at staff induction events to highlight sustainability issues, including transport and the Travel Plan.</p>
8.8 Implement 'green travel' marketing campaign	Staff, students	All campuses	Awareness of sustainable travel modes	UoS	For 2009–2010 academic year and on-going	-	Green travel has been marketed through regular transport-related events during the University calendar, and in association with numerous other University events. We maintain transport information online, on noticeboards in the Highfield Interchange, bus stops, cycle stores and within the Staff Club.

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9.3.1 Work with SCC to identify projects to be brought forward with support from LSTF funding	Staff, students	Various	Support delivery of the Travel Plan Progress projects which offer wider benefits to the city	UoS SCC Other stakeholders	To March 2016	Cross project match funding	<p>SCC submitted a successful bid for Government LSTF funding until March 2016. The University was a partner in the bid process, and will play an on-going role in the identification and promotion of projects that could be funded via the LSTF.</p> <p>KPI: Projects funded by the LSTF</p> <ul style="list-style-type: none"> • Match-funded cycle store on Highfield Campus • Interchange RTI Totem • Video cycle route maps • Public Transport RTI application • Interactive campus walking map • Additional Bike Dr services • Cycle route improvements (key city cycle corridors) • Lovers Walk route improvements
9.6 Develop schemes to encourage staff and students to use rail	Staff, students	All campuses	Increase public transport use Reduce car use	UoS, South West Trains	2010–2011 academic year and on-going	-	Rail travel is promoted via the Travel Plan and transport website for both commuter and business travel. Rail tickets ordered through the University procurement website can be collected on-site at the Uni-link office. Rail discounts (Objective 5.11), including student rail cards, are promoted via the transport website.
9.7 Employ Uni-active travel officer	Staff, Students	All campuses	Promote active travel modes	UoS Sustrans SCC Solent	For 2009–2010 academic year for three years	-	The evolution of the Travel Plan, and support from other resources (such as Sustainability Officers, SCC's 'My Journey' campaign, Sustrans and members of the Student Union) has allowed us to incorporate active travel promotion within existing roles. We will continue to review the need for additional resources.