

Travel Plan

Date: 25th September 2009

1. Aims, Targets and Proposals

- a. The primary aim is to reduce the number of single occupancy car journeys by developing incentives that help persuade people to change their travel habits, either for all their journeys to, from and at work or on an occasional basis.
- b. A secondary aim is to reduce the number of parking spaces required at the University and minimise the effect of future developments on existing open space, or at the very least, maximise the use of the available real estate.
- c. The drivers for change and an outline business case can be found in Appendix B *Background to the plan*.
- d. In order to achieve the plan's primary aim, initial targets have been set that should be achievable by a committed institution but that are not over ambitious. The targets should be reviewed periodically in the light of success or failure to achieve by a steering group
- e. From the period 2006 the targets included:
 - i. To establish a Transport Steering Group responsible for guiding all aspects of transport and travel at or on behalf of Loughborough University. The group should be established to replace any existing or lapsed committees that previously considered traffic and transport issues and should report to the Estates Management Committee (EMC). The inaugural meeting of the Transport Steering Group took place on the 16th January 2007. **In 2009 the Transport Steering Group became the Transport Sustainability Group (TSG). The terms of reference and membership are given in Appendix A.**
 - ii. To discuss transport and travel arrangements and planning with representatives of the Loughborough Students' Union body by their inclusion in all aspects of travel planning and membership of the TSG.
 - iii. To undertake a detailed survey of transportation and commuter travel patterns to provide a baseline against which any changes or improvement may be measured. This target should be implemented by the Facilities Management Sustainability Manager following discussion with stakeholders including the Director of Facilities Management and the Head of Security.

The transport survey proposals were agreed in principle by the Transport Steering Group, and with caveats, and the survey took place in March 2007.

- iv. To improve consultation on travel arrangements across the institution and with stakeholder groups, including LUFBUG, University professionals knowledgeable in the field, the local authority and the Student Union.

The Transport Steering Group recommended alternative approaches to the Transport Consultation Team that was proposed in the original Transport Plan, including a permanent seat on the TSG for a member of the Loughborough University Bicycle Users Group (LUFBUG).

- v. To increase the number of cyclist and walkers to work by at least 50%¹ by the end of 2008.

f. Actions to reduce car use:

- i. The establishment of a suitable car-share scheme by August 2007. Registered car sharers should be given preferential parking rates and will be allocated designated priority car parking spaces. The car share scheme will include a pilot scheme for the provision for cost-effective "lift home" facilities that fund arrangements for individuals to get home (e.g. taxi) where formalised, agreed, car share arrangements break down on a particular day for unforeseeable reasons.
- ii. To review the current car parking arrangements and charging policy for Staff and Students to encourage car sharing and a reduction in the number of occasions on which staff travel to work by car. Technical innovation (such as Automatic Number Plate Recognition (ANPR)) and the application of car parking charges (pay per visit or similar) should form the basis of the review and a strategy and implementation plan should be developed based on the review. This review was undertaken by the Transport Steering Group and recommendations were made to EMC in Dec 2007.
- iii. To include a requirement to consider the provision of alternative and innovative travel arrangements into the University's 'clients design requirements' and 'client's briefs' at a very early stage for all significant developments.
- iv. To issue basic guidance to all staff and managers on how to reduce car use for business purposes and sustainable options for work journeys.
- v. To consider the provision of alternative routine vehicle availability (Car pooling) for essential work related car journeys in order to engender alternative commuter transport.

g. Action to promote cycling and walking:

- i. In consultation with cycle users and walkers, to ensure that appropriate facilities for cycle storage, shower facilities, locker and changing

¹ Improvement to be based on the proposed survey of commuter transport patterns.

provision are provided, specifically considered as part of any office, student accommodation and laboratory upgrading works, and considered in any capital programme.

- ii. Facilities Management will actively pursue the provision of additional cycle ways on campus.
 - iii. To advertise cycle routes and Loughborough's proximity to established cycling networks provided by the local authority and as part of the National Cycling Network.
- h. Action to promote the use of public transport:
- i. To investigate a suitable reduced cost bus travel programme which offers participants discounted fares. Such a scheme might allow unlimited travel on the participating companies' buses for any specified journey(s). Arrangements should be considered for long term for established participants in this scheme to arrange for reduced charges to be deducted directly from salary.
 - ii. Additional free information on bus and train services will be made available on the University website.
 - iii. The University bus' provision and fare structure will be reviewed by the TSG.
 - iv. To advertise public transport details and timetables in retail sales outlets, as part of new staff and students' induction packs and at locations where support services interface with staff and students. This action should be implemented in the 2007/8 academic year. See also *Information and publicity* below.
- i. Information and publicity:
- i. A programme of publicity will be developed to encourage alternative forms of travel and greater staff participation. This action point should be implemented by the beginning of the 2007/8 academic year and periodically reviewed and re-launched annually by the TSG.
 - ii. Clear guidance will be produced by the TSG for Senior Managers, Heads of Department and Support Services on how to manage car use for business purposes and sustainable options for work journeys.
 - iii. Up to date information on services, facilities and discounts for alternative travel will be provided by:
 - 1. Distributing leaflets to all staff and students using either internal mail systems or electronically as appropriate.
 - 2. Developing a dedicated transport and travel related web page for staff, students and visitors, particularly for use when inviting visitors to the site and inducting new employees.

- iv. The TSG should periodically consider the relevance and suitability of participation in awareness campaigns during the year (e.g. “Bike Week”, “In Town without my Car” day and “Walk into Work Out”).
- v. A status, review and auditing methodology for the Travel Plan and car park use will be developed by the TSG.

j. Resources

- i. The TSG will prioritise and advise on the levels and deployment of income from car park charges for incorporation in and allocation to travel planning measures and make recommendations to the appropriate committees.
- ii. A review will be undertaken by the TSG, initially every six months, to assess progress and the resources necessary to implement the Plan successfully.
- iii. The TSG will develop and initiate the setting up of a transport consultation process, through which proposed changes to transport related policy and procedures are debated prior to their recommendation to the appropriate committee.

The consultative processes should be agreed and recorded by June 2007.

k. Future Development of the Plan

- i. The Travel Plan will be reviewed annually by the TSG, with new targets set and appropriate resources applied for to facilitate further improvements.
- ii. In consultation with stakeholders and duty holders, the TSG should continually review its terms of reference and adapt its membership to consider other travel related issues such as site supplies and deliveries, mail and related matters.
- iii. The TSG will investigate best practice in travel planning and seek to influence and apply this to effect improvement.
- iv. The development of a home working policy should be considered to reduce the need to travel to work and the use of the car.
- v. A periodic “safe routes” review of the main walking and cycling routes will be undertaken between local residential areas and the University. The review will include any servicing, lighting, cleansing and signing improvements and report its findings to the local authority in order to promote more use.
- vi. The supply and maintenance of cycles and related equipment from a campus based outlet should be investigated.
- vii. A low cost loan scheme to help staff buy bicycle and related equipment such as the cycle2work scheme should be encouraged.

- viii. Fare discounts with alternative bus operators and the possibility of combining with other town centre employers should be considered.
 - ix. Discounted travel schemes on the local railway networks should be investigated.
- I. Background to and supporting detail for the plan can be seen in appendix B.

Transport Sustainability Group

Subject: Appendix A
Constitution and Terms of Reference

Origin: Facilities Management

1. Constitution

- a. The Transport Sustainability Group shall be a sub-committee of the Estates Management Committee.
- b. The Constitution, Terms of Reference and Membership are designed to reflect the Group's role in promoting and co-ordinating the University's environmental aspects and impacts related to transport and travel and their safety implications.

2. Terms of Reference

- a. To manage the Loughborough University Travel Plan and to regularly review the plan in the light of experience and measured performance and set new targets.
- b. To monitor and advise on the management of the University's Transport Fleet.
- c. To examine and review the University's traffic infrastructure with regard to vehicular safety and that of pedestrians and cyclists.
- d. To review the University's general parking arrangements to encourage the reduction of single occupancy car journeys whilst alleviating parking problems.
- e. To promote minimisation of travel to, from and across campus, including service vehicles.
- f. To consider traffic management on high traffic volume events such as open days and graduation ceremonies and make recommendations.

- g. To secure funding for travel related initiatives and to advise on the levels and deployment of income from car park charges for incorporation in and allocation to travel planning measures.
- h. To co-ordinate the travel plan with other University initiatives and developments.
- i. To advise on best practice and transport related aspects of the University including those originating outside of the University.
- j. To receive reports from the University Sustainability Officer.
- k. To ensure adequate consultation takes place prior to any significant recommendations being made. See note 1 below.
- l. To recommend any changes to ordinances as a result of having to enforce traffic regulations.

3. Membership of TSG

- a. Chair, being the Corporate Services Manager – Facilities Management
- b. Deputy Chair, being the University Sustainability Manager
- c. Senior Imago Manager
- d. Senior member of the Registry
- e. Student Union President or nominee
- f. Security Manager
- g. Health, Safety and Environment Manager or nominee
- h. Community Relations Officer
- i. A member of LU Academic Community relative to the area of sustainability

Right of attendance

The Director and Deputy Director of Facilities Management shall have a right of attendance.

Members, other than officers of the University shall be nominated by the Chair of the Transport Sustainability Group and these nominations endorsed by the Estates Management Committee.

Note 1

Specialist Input

As required specialist input will be sought from the following advisors:

- The Energy Manager
- The Purchasing Officer or their nominated representative
- Charnwood Borough Council Travel Planner
- Additional members of the academic or research staff with interest and involvement in institutional transport and travel issues.
- Senior Personnel Manager
- Transport operations specialist
- Maintenance Manager – Facilities Management

- Director of Change Projects
- Finance department representative.

Transport Consultation processes

The following representatives should be considered when the TSG is deciding on the consultation processes that it may utilise:

- Trades Unions nominated representatives
- Staff representative from each faculty
- LUF Bicycle User Group representative

Appendix B

Background to the Travel Plan

1. What is a Travel Plan?
 - a. A Travel Plan is a way in which the University can make its own local contribution to the wider agenda of reducing traffic congestion and pollution whilst helping improve the health and fitness of its workforce.
 - b. A Travel Plan normally includes such considerations as increasing awareness of alternatives to the car, incentive schemes to encourage bus or cycle use, walking, parking controls and charges, car sharing schemes or, in more developed plans, alternative ways of working.
 - c. A successful Travel Plan needs to be realistic and include measures which are relevant to the local situation. Most Travel Plans concentrate on trying to reduce commuting journeys by single occupancy cars, as these journeys are the greatest cause of growing traffic and parking difficulties and have a significant influence on carbon emissions.
 - d. Travel plans should also account for non-staff related travel such as mail delivery and supplies to the site.
 - e. To give the best chance of success, it is essential that a Travel Plan is prepared with the full involvement of staff and key stakeholders and that the measures therein reflect their needs. Staff have wide and varying reasons for making the travel choices they do and Loughborough University needs to understand and take cognisance of this in its proposals. Staff need to accept, and, through awareness and understanding, support the reasons for a Travel Plan and that it may influence the way they travel to work.
 - f. If a plan is to succeed, people need to be encouraged and persuaded to change their commuting and transportation habits rather than being forced to do so, but ultimately, the University might have to consider the imposition of stronger measures if an awareness and encouragement approach does not produce the required outcomes.
2. Loughborough University considerations
 - a. Travel planning for Higher Education Institutions (HEI) and in particular Loughborough University imposes distinct challenges due to its role as a place of learning and research (influencing future leaders and leading innovative practice), a major business (effective use of resources) and its key role within the community (employer, purchaser and amenity provider that significantly influences technological development).
 - b. A staff travel survey was carried out in 2000 which resulted in replies from just under 10% of staff members. 57% of those who returned questionnaires reported using a car as their sole mode of transport to and from work; 15% walked; 15% used either a cycle or motor cycle; 6% car-shared sometimes, 3% took lifts where possible; 2% used the bus and 1% the train or a combination of bus and train. One third of respondents cited

a lack of knowledge of other willing subscribers as a reason for not participating in car-sharing. Over a quarter of respondents cited a lack of or poor changing facilities as inhibiting their willingness to consider cycling to work. Of the 97% who reported not using public transport, 88% reported a lack of convenient routes combined with inconvenient and long journey times as their main inhibitions.

- c. The survey did not attempt to quantify journey numbers or mileage by transport mode but did indicate that respondents lived an average of just under 7 miles from campus and that the average journey time was 22 minutes. The survey results and the postcode indications of respondents, although now dated, suggest that approximately half of employees reside within a 10 to 15 minute cycle ride or 30 minute walk of the University, with approximately one third living within a 20 to 30 minute walk. Journey times could be influenced by up to 15 minutes by the respondents' place of work on campus.
- d. Following the survey, a draft Travel Plan² was prepared and submitted to the Estates Management Committee in 2001. The committee supported the plan in principle but recommended wider consultation of the plan, but this did not happen.
- e. Although now dated it should be noted that some of the suggestions and recommendations contained within the original plan have been adopted. It is not possible to quantify the success or otherwise of the adopted recommendations as they were not implemented as SMART³ targets or as an integral part of a coordinated plan or strategy, rather an attempt to influence car use.
- f. The original Plan appeared to suffer from a lack of widespread publicity and support, perhaps partly due to a perceived lack of commitment at senior management level combined with an associated lack of resourcing in terms of staff time and money. This possibly resulted in a lack of ownership amongst staff generally. A perception existed that there was insufficient incentive for car drivers to change their travel patterns and that the, then, existing and proposed systems of payment for parking were unfair, including reserved spaces based on status rather than needs⁴.
- g. A copy of the original draft policy⁵ can be accessed via the Estates Services website.
- h. Minutes of meetings, some involving representatives of the various trades unions and associations (AUT, Unison, and Amicus), dating back several years suggest that car sharing, on site transport, off site parking restrictions and vehicular access to campus, parking charging, pedestrian

² *Travel: An Integrated Policy*, M V Quigley, Estates Services. Loughborough University, Oct 2001. (Submitted to Estates management Committee 18 Oct 2001 EMC01-P49 Agenda 5 – 10).

³ Specific, Measurable, Achievable, Realistic and Time-bound based targets

⁴ Reference: Notes recorded at meetings between the travel plan team and trades union representatives throughout 2002/2003.

⁵ *Travel: An Integrated Policy*, M V Quigley, Estates Services. Loughborough University, Oct 2001. (Submitted to Estates management Committee 18 Oct 2001 EMC01-P49 Agenda 5 – 10).

access and safety, environmental considerations and site security have been considered previously.

- i. Despite the continued efforts of individuals, support services sections and interested groups, the current status of the University's approach to traffic/travel planning is perhaps best reflected in the Traffic and Transport element of *Statement of Loughborough University Environmental policy* which states "This section is still under development⁶".
- j. Although its emphasis was mainly on safety related issues, *A Study into Pedestrian, Cycle and Traffic Movement at Loughborough University* (Jan 2003)⁷, underpinned some of the transport related findings and shortfalls contained within the original plan whilst identifying additional areas of concern. A review⁸ of this later study was published by a Traffic and Pedestrian Working Group in 2005. This Travel Plan aims to take into consideration items from this study where they influence travel planning generally.
- k. In addition to access to previous notes, meeting minutes and limited access to staff previously involved in travel related matters at Loughborough University, a significant amount of the information and guidance used to prepare the plan has been extracted from the following sources:
 - i. *Developing an effective travel plan*, (2000) Department of the Environment, Transport and the Regions advice for government departments.
 - ii. *Travel Planning for Sustainability, Guidance for Higher Institutions*; (2003) Higher Education Partnership for Sustainability, Forum for the Future.

3. Current Status

- a. Around 3211 (2604 FTE) full and part time staff are currently employed by Loughborough University; these figures will adjust during the year with casual and bought in staff (2766.50 FTE). This means that at certain times of the year more permits will be issued. In addition, there are approximately 11510 full time and 453 part time undergraduate students plus just over 2263 full and 1700 part time post graduates.
- b. Car parking policy is managed mainly by security on campus with agreements in place with the local authority which were introduced in an attempt to minimise off campus street parking, following complaints from local residents.

⁶ <http://www.lboro.ac.uk/admin/hse/policies-guidance/environmental/index-14.html> accessed 2 June 2006

⁷ *A Study into Pedestrian, Cycle and Traffic Movement at Loughborough University*, Jan 2003, Traffic and Pedestrian Working Group, Loughborough University Internal Report.

⁸ *A Study into Pedestrian, Cycle and Traffic Movement at Loughborough University -0 Review (2005)*, Traffic and Pedestrian Working Group, Loughborough University Internal Report.

- c. Although accurate numbers are difficult to obtain, as they are influenced by operational requirements, parking spaces are currently provided for approximately 3695 staff and 1190 students.
- d. Approximately 155% of the total available parking spaces on campus are let during normal working hours during semester. Spaces are generally available for all members of staff, though not necessarily local to their work place. In addition to diversity allowances, a waiting list exists for student parking. Other than in special circumstances, such as disability, first year students are not allowed parking spaces on campus unless specifically approved.
- e. An Estates Services report⁹ produced in 2001 suggested that the staff parking provision matches the recommended standard¹⁰ of 1 space for every 2 employees and that the ratio for student parking is 1:13.6 thereby exceeding the recommended maximum of 1:15.
- f. Parking permits are issued to all members of staff on request and payment of a fee; charges are reviewed annually.
- g. The University currently provides secure, open storage for some 700 plus cycles on campus plus approximately 750 secure, covered spaces for those living in halls of residence. Additional cycle storage is considered as appropriate in new developments.
- h. Currently, car sharing activities such as 'lift share' are not supported by the University but experiential evidence suggests that limited car sharing does take place. The 2000 survey also indicated that 6% of staff shared cars, though the frequency was not recorded.
- i. Open access car pooling¹¹ for staff and students wishing to leave their vehicles at home is not currently supported. Car hire for specific University business purposes is provided by a local company.
- j. The success of Imago and others' marketing efforts in attracting events to the University, allied to the enhanced quality and suitability of facilities for external agencies, has served to create a regular acute vehicle parking problem on campus. Security estimate that a significant number of the problems caused could be alleviated by the provision of suitable parking for up to four hundred vehicles over and above the present provision.
- k. A 400 plus space multi storey car park is to be built on car park 7 (West Park) as part of an ongoing build programme and the provision of parking on East Park is under consideration.
- l. Although travel guidance and information is contained within the University's web pages, with links to train, bus and airline services,

⁹ *Car Management Policy*, 2001, Estates Services, Loughborough University

¹⁰ Planning and Policy Guidance 13: Transport, Office of the Deputy Prime Minister.

¹¹ Car pooling - a limited number of vehicles are provided by a third party provider on a pay as you use basis, which members of staff and students can access for business use during working hours or private use thereafter.

alternative travel modes are not proactively promoted, nor is car travel dissuaded in any way.

- m. The provision of a campus bus service, initially free for on campus travel to both staff and students is generally noted as successful. However, the provision was subsequently reviewed and is currently only provided free for travel on campus to staff on production of their identity badge, due to a lack of resources and overcrowding during peak periods.
- n. The University continues to enhance its footpaths with additional provision and regular improvements to street lighting and the landscaping of walking routes.
- o. The existence of a regular bus link to and from the railway station via the town centre, local authority access to University/Student Union owned land on which the local authority has extended its cycle network, the existence of a University Bicycle Users' Group and references to previous transport related meetings all serve to support the fact that despite the absence of an adopted plan, the University has made some effort to address transport issues.
- p. The adoption of flexible working systems for the vast majority of employees has also served to influence travel patterns.

4. Drivers for the development of a Transport Plan

- a. The current cost of ground level car park provision is approximately £ 750 per space¹², exclusive of lighting and VAT, a cost estimate of £1000.00 per space would cover each serviced space provided. Lighting costs would be an ongoing requirement and each space requires resurfacing at approximately 15 year intervals. If these indicative costs were to be applied pro-rata to development projects as proposed in the *Car management Policy*¹³, the cost of providing the additional 242 parking spaces referred to would be in the order of £242,000.00.
- b. Motorised vehicle parking charges are currently levied on an annual basis, an approach that does not offer incentives for individuals to leave their vehicles at home or adopt alternative forms of travel. The proposed parking charges for 2009-2010, which have not increased since the 2007/08 period, along with the 2006/07 charges are included in *appendix C*.
- c. Planning Policy Guidance 13 (PPG13) and the increasing local authority requirement for a travel plan submission to accompany developments and expansion may invoke duplication of effort without an overarching reference policy.
- d. As a major employer, Loughborough University's involvement in any local transport plan, (for example The Charnwood Community Strategy, which encourages partners to develop and implement Work Place Travel Plans that promote more sustainable choices for work related travel) will have a significant direct influence.

¹² Estimate provided by the Estates Services Maintenance Officer

¹³ *Car management Policy*, 2001, D R Fulford, Estates Services, Unpublished

- e. A review of the current parking, traffic control and circulation both on and off campus should be considered as pre-requisites for any future campus development and include:
 - i. The barrier control system operation.
 - ii. Information provision and signage. (Including off campus).
 - iii. Traffic circulation and cross-campus travel for all vehicles.
 - f. In recent discussions with Security, parking provision and costing, including day-to-day, open days, sports and conference events, coach parking, and parking management were all cited as requirements for review in any Travel Plan.
 - g. To demonstrate the University's commitment in implementing sustainable transport use and to enable its involvement in the Charnwood Community Strategy.
 - h. Improved access to the University for everyone, including visitors and employees without a car would support better local transport choices for staff.
 - i. To control the costs and impacts of car travel in delivering the University's undertaking.
5. The business case
- a. Loughborough University's Environmental Policy includes the following statements. *"Concern for the environment is an integral part of the University's academic, research and associated activities"* and that *"The University will actively seek to enhance the environment and to reduce any negative impact upon it ... by recognizing its responsibilities through a positive policy... and that this policy will form the basis of the LU environmental action program, associated organizational arrangements and provide a framework for achieving the above objectives as well as establishing guidelines for University Departments, Sections and personnel."*
 - b. Although the current University strategic plan is entering its final stages, its successor will no doubt place similar emphasis on the core requirements for sustainable development such as, *"Placing high importance on the responsibility of all staff and students for the well-being of individuals, of the University as a whole, and of the community at large"* and *"Recognising the economic, social and cultural impact of the University on the local community and the importance of sustaining a close, positive and mutually beneficial relationship"*¹⁴. Both of these values and the stated *introduction of a series of measures to mitigate the impact of students in areas close to the campus* would be further enhanced by the existence of a University Travel Plan.

¹⁴ Strategic Plan 2002/2007, Loughborough University

- c. The current strategic plan also recognises the importance of assessing space needs for planned development and the provision of accommodation as part of the requirement to ensure the development of the student experience. Movement and travel and the student relationship with the local community would form an integral part of any Travel Plan. The Active Community Plan should be allied to the relevant parts of any Transport Plan. (E.g. Local parking issues).
- d. The proposed increase in the University's exposure to the public through organised sporting events and ensuring the "balanced" development of the University campus, restricting further development on 'Greenfield' sites are other examples of the strategic plan requiring transport related planning¹⁵.
- e. Pressures on development committees to minimise the impact of traffic on existing green areas increasingly impose requirements to consider alternatives to simply providing adequate parking for potential occupants and users. Additional consideration as to the provision of alternative and innovative travel arrangements should be incorporated into clients' briefs at a very early stage.
- f. The possible development of a science park and the proposed student accommodation developments will require a detailed review of provision and management of parking. The integration or otherwise of the development into mainstream campus activities should be a major consideration and could provide an opportunity to mitigate existing problems.
- g. Based on today's prices, existing car parking for University staff, students and visitors has cost over two and a half million pounds to create.
- h. The Department for Transport (DfT) estimate that serviced car parking provision, (including maintenance, drainage, lighting, management, charging, security etc.) costs in the order of £300 to £500 per space per annum. Even at the lower end of this estimate, the University is possibly expending up to three quarters of a million pounds annually on car parking and related activities, a significant amount of which is difficult to quantify where staff manage certain elements indirectly as part of their roles.
- i. Income from parking related activities currently runs at/about £185,000.00 per annum¹⁶, including direct parking charges, staff and student fines for parking related activities. Currently, this income is ring-fenced for the provision and maintenance of car parking.
- j. All developments and changes in business should be fully funded in their business plans for the provision of parking, cycle provision, loading bays, transportation and pedestrian safety and not a reliance on the proposed ring fenced funding.

6. Management Issues

¹⁵ Strategic Plan 2002/2007, Loughborough University

¹⁶ Based on 2005/6 budget information.

- a. Currently, the management of transport and commuter travel related issues is apportioned across several committees, support sections and individuals throughout the organisation, each having their own terms of reference, priorities and emphasis. Cross departmental and sectional agreements and approaches can be difficult to attain where the individual sub-groups each have their own agenda and priorities without a common focus.
- b. Whilst this approach has been effective in addressing issues as they are encountered, such as planning applications for new buildings, security of vehicles, traffic flow on open days, degree days etc., the possibility of duplicated effort and conflicting arrangements in order to effect short term solutions exists. In order to address planning requirements for example, parking provision may have taken precedence over alternative travel possibilities, or indeed landscaping or building external aesthetics, for want of resources and/or expert advice into current best transport practice or at least the input and advice from a knowledgeable focussed group.
- c. Whilst there is no argument that adequate fiscal and authoritative management systems are required to govern the separate aspects of travel, the presence of a dedicated transport steering group might engender an improved holistic approach.

Appendix C

Table 1. Car Parking Charges 2006/7		
Students		Semester Rate
Resident in Hall	£100.00	£50.00
Not Resident in Hall	£50.00	£25.00
Evening & Weekend Only	£50.00	£25.00
Registered Disabled	No fee	N/A
Motorcycle in Compound	£26.00	£13.00
Motorcycle Not in Compound	£20.00	£10.00
Staff		Monthly Rate
Full-time Staff	£50.40	£4.20
Part-time Staff	£25.20	£2.10
Research Students	£50.40	£4.20
Registered Disabled	No fee	N/A
Motor Cycles	£21.00	£1.75
External Users		
Pilkington Library	£25.20	£2.10
Sports Facilities	£25.20	£2.10

Table 2. Car Parking Charges 2009/10		
Students		Semester Rate
Resident in Hall	£120.00	£60.00
Not Resident in Hall	£60.00	£30.00
Evening & Weekend Only	£60.00	£30.00
Registered Disabled	No fee	N/A
Motorcycle in Compound	£30.00	£15.00
Motorcycle Not in Compound	£20.00	£10.00
Staff		Monthly Rate
Full-time Staff	£60.00	£5.00
Part-time Staff	£30.00	£2.50
Research Students	£60.00	
Registered Disabled	No fee	N/A
Motor Cycles	£25.00	£2.10

External Users		
Pilkington Library	£30.00	
Sports Facilities	£30.00	