

Institute of Cancer Research
Cotswold Road, Belmont, Sutton

Travel Plan

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Travel Plan

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1.0 Introduction

Preamble

1.1 This Travel Plan has been prepared on behalf of the Institute of Cancer Research (ICR) to accompany a planning application for the construction of additional research and development facilities at Cotswold Road, Sutton. The planned construction has been postponed but the Travel Plan remains valid. Not only is a Travel Plan encouraged by the London Borough of Sutton, it is also required to help meet the objectives set by HEFCE. Furthermore, the Travel Plan plays an important role in meeting targets set out in the carbon reduction commitment and by central and local government.

1.2 The ICR has two sites, one in Sutton and the other in Chelsea. The ICR has made many major contributions to our understanding of cancer and to its treatment since its formation in 1909. The ICR operates as one of the foremost independent cancer research organisations specialising in research on the cause, prevention and diagnosis of cancers. The ICR is a leading education and advanced training centre for medical and scientific staff. The ICR maintains a close working relationship with the neighbouring Royal Marsden Hospital whereby the ultimate objective is to translate scientific advances for patient benefit.

1.3 Questionnaires were completed by the majority of staff in June 2008 and again in April 2010, who provided details of their travel habits. This information is used in Section 3 of the Travel Plan to establish an appropriate modal shift target for single occupancy drivers to and from the ICR. This will ensure that the car park operates within its capacity now and as the site grows.

Background

1.4 A Travel Plan is a general term for a package of measures tailored to the needs of individual sites aimed at promoting more sustainable and environmentally friendly travel choices to reduce reliance on the car. Travel Plans involve the development of a set of mechanisms, initiatives and targets aimed at achieving the Plan's objectives, whilst also bringing a number of other benefits to the organisation, its staff, the environment and the local community.

1.5 Broadly, the objective of a Travel Plan is to reduce the number of car borne trips to and from a development and to encourage increased usage of car sharing, public transport, walking and cycling. The aim of this Travel Plan is therefore to identify sustainable transport objectives that can be implemented at the site. Although this Travel Plan is specific to the ICR in Sutton, where relevant the measures will be applied at the Chelsea site also. For information, there are few car borne trips to the

Chelsea site as The Institute has extremely limited parking facilities (only 12 spaces). Staff therefore, have little option but to use more sustainable and environmentally friendly modes of transport.

1.6 The Government's White Paper on transport, entitled 'The Future of Transport', published in July 2004, sets out the Government's commitment to sustainable transport. In respect of promoting sustainable transport choices, papers entitled 'A Travel Plan Resource Pack for Employers' (Energy Efficiency Best Practice Programme, January 2000) and 'Making Travel Plans Work' (Department for Transport, July 2002) provide guidance on developing, implementing and monitoring travel management strategies. Reference has also been made to TfL's 'Guidance for Workplace Travel Planning in London' (March 2008) in preparing this Plan.

1.7 The London Borough of Sutton has produced guidance for developers on Travel Plans in the Supplementary Planning Document, 'Transport Assessments and Travel Plans', which sets out when transport assessments and travel plans will be required from developers through the planning system. The guidance has been used in the production of this Travel Plan, in the context of the Council's approach towards developing and enhancing sustainable transport within the borough.

Objectives

1.8 The Plan will form a long-term strategy for reducing the dependence on single occupancy private car travel for staff and visitors to and from the site. The aims of the strategy will be (a) to increase the awareness of staff and visitors to the advantages and potential for travel by more environmentally-friendly modes and (b) to introduce a package of physical and management measures that will facilitate travel by other modes.

1.9 This Travel Plan begins by setting out its principle objectives:

- ▶ To promote awareness of transport issues and the impact of traffic on the local environment;
- ▶ To show a commitment to improving traffic conditions within the local area;
- ▶ To influence the level of private car journeys to and from the site in order to reduce air pollution and the consumption of fossil fuels;
- ▶ To minimise the number of single occupancy trips to and from the site; and
- ▶ To maximise the proportion of journeys to and from the site by sustainable modes of transport such as walking, cycling and public transport.

Means of Achieving Objectives

- 1.10** This Travel Plan forms a strategy for influencing the travel habits of all people who travel to and from the Sutton site. The objective of the Plan will be to reduce private car mileage in favour of more sustainable modes of travel. The objective reflects, and is intended to achieve, current local and national government policy in respect of transport.
- 1.11** The format of the remainder of the document reflects the various elements involved in the Plan. Section 2 describes the current situation and accessibility of the site. Section 3 sets out the mechanisms for the administration of the Plan, including the on-going consultation, updating and promotion of the document. Section 4 outlines the measures that constitute the Plan, including specific physical and management initiatives grouped under different modes of transport. Section 5 sets out procedures for the on-going monitoring and review process and finally, Section 6 provides timescales for the implementation of this Travel Plan.

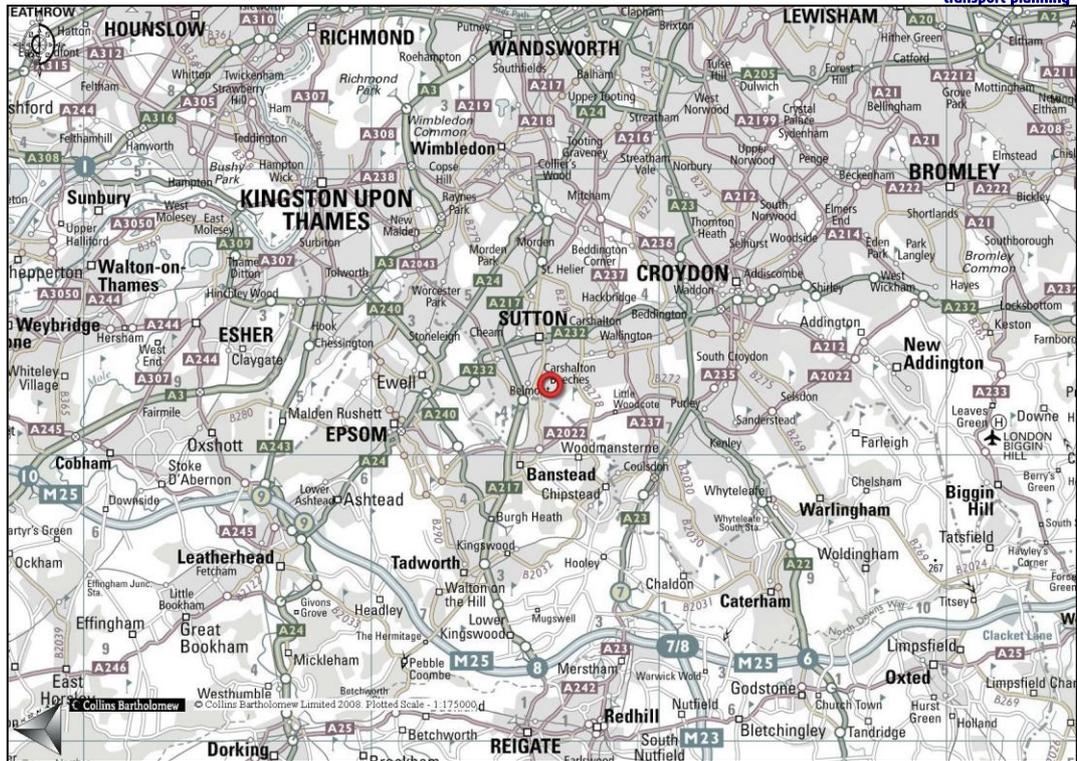
2.0 Existing Travel Patterns

Introduction

- 2.1** The objective of this Travel Plan is to effect both a change in attitude to travel and more practically, a reduction in the use of single occupancy private car travel to and from the Sutton site. The success of the Plan in achieving these objectives will be judged in relation to the situation existing at the time that the Travel Plan is initiated. It is therefore necessary to define both the existing infrastructure and staff travel patterns in order to provide a base position against which future improvements can be measured.
- 2.2** The ICR has implemented a number of Travel Plan measures at both the Sutton and Chelsea sites already without the guidance of a Travel Plan. These measures are outlined in detail in this section. The Travel Plan will bring together all these existing measures and introduce new measures to support the Travel Plan objectives.
- 2.3** This Travel Plan aims to assist staff and visitors in their use of sustainable transport modes for the benefit of staff, the organisation, the local environment and community.

General Description of Sutton Site and Surrounding Area

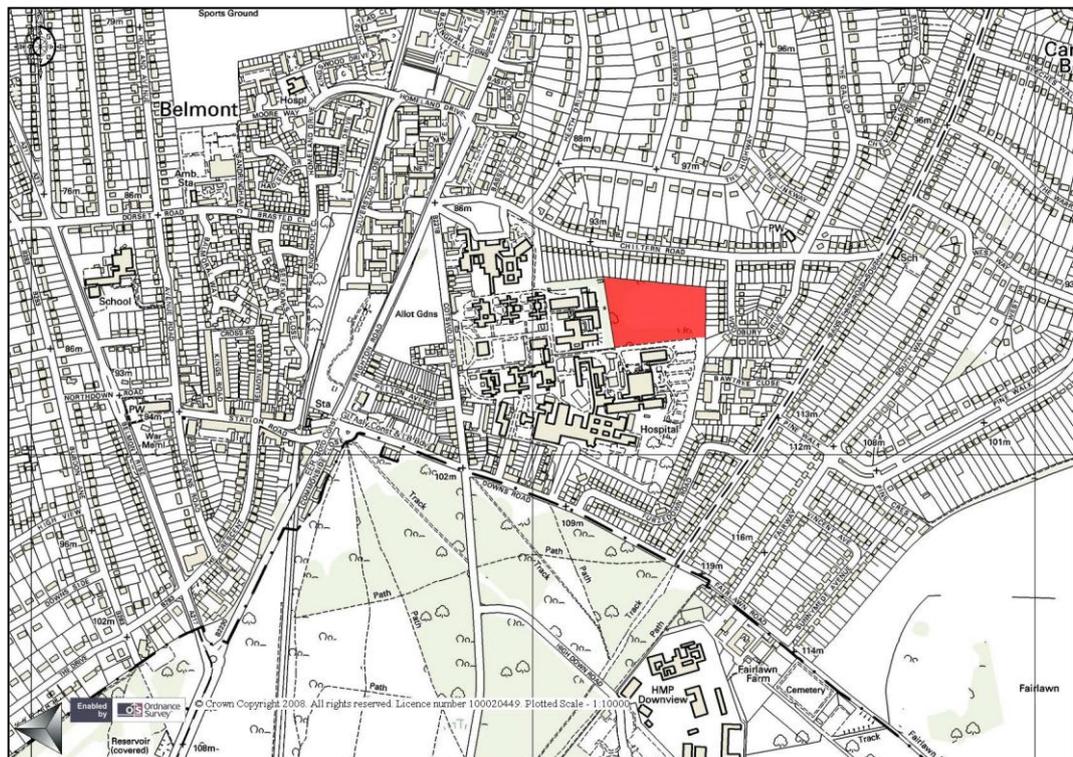
- 2.4** The development site is located to the south of central London in the London Borough of Sutton. It lies approximately two kilometres south of Sutton town centre.
- 2.5** The site is situated east of the B2218 Cotswold Road, which runs on a north-south axis from the junction with the B2230 Brighton Road to the north, to the B2218 Sutton Lane to the south. The B2218 Sutton Lane runs parallel to the B2230, Brighton Road between Sutton town centre and junction 8 of the M25 to the south. At the roundabout with Belmont Rise, Brighton Road becomes the A217 dual carriageway.
- 2.6** Much of the development in the local area is residential apart from the surrounding health care land use of The Royal Marsden Hospital to the south and west, Sutton Hospital to the west and the existing ICR facility to the south-west of the proposed development. Beyond these health facilities, the site is surrounded by residential dwellings.



Site in Relation to Regional Transport Infrastructure

2.7

The site is currently occupied by a number of buildings, used by the ICR. On-site car parking is provided primarily to the east of the research and development buildings. Vehicular access to the site is from Cotswold Road. The site is well lit and has CCTV coverage across the site.



Site in Relation to the Local Area

- 2.8** The site offers a subsidised canteen for staff, which decreases the potential number of staff travelling off-site for lunch. In addition, there is a public house in close proximity to the site, which reduces the need for staff to travel by car at lunch time.

Car Parking

- 2.9** As part of the Travel Plan, 25 car sharing spaces will be allocated within the car park. These will be phased in as the number of staff car sharing increases.
- 2.10** The car park is managed through a permit scheme. Currently, all ICR staff meeting the criteria described in Section 4 are entitled to a parking permit free of charge which are issued from the main ICR site reception in the Brookes Lawley Building. Once issued with a permit, vehicles must be parked in an appropriate bay and the permit must be displayed clearly in the vehicle. Parking is monitored by a commercial company (ISS) who patrol the car park and issue parking tickets to offenders. The fine is £80, which is reduced to £40 if paid within the first two weeks from issue, further information about the permit system is provided in Section 4.
- 2.11** Visitors to the ICR site must obtain a parking permit from the main ICR reception to be able to park in the ICR car park. Permits are valid for the whole day the visitor is present on the ICR site.
- 2.12** Visitor parking demand has been identified from surveys undertaken of visitor arrivals and where possible departures over the 26th, 27th, 28th November and the 1st and 2nd December 2008. All ICR visitors requesting parking permits during the survey period were included in the survey, with their arrival times noted. Surveys identified a peak visitor demand of 15 car parking spaces on one day, with an average demand of 10 spaces per day across the survey week. Visitor demand peaks typically between the hours 10:00 - 12:00 daily.

Accessibility by Bus

2.13

There are bus stops to the north and south of the site access on Cotswold Road serving both directions. The closest southbound service is approximately 120 metres south of the site access junction with Cotswold Road or 460 metres from the ICR site. The closest northbound bus stop is approximately 160 metres to the south of the site access junction with Cotswold Road or 490 metres from the ICR site. The locations of the local bus stops are shown on the following map:

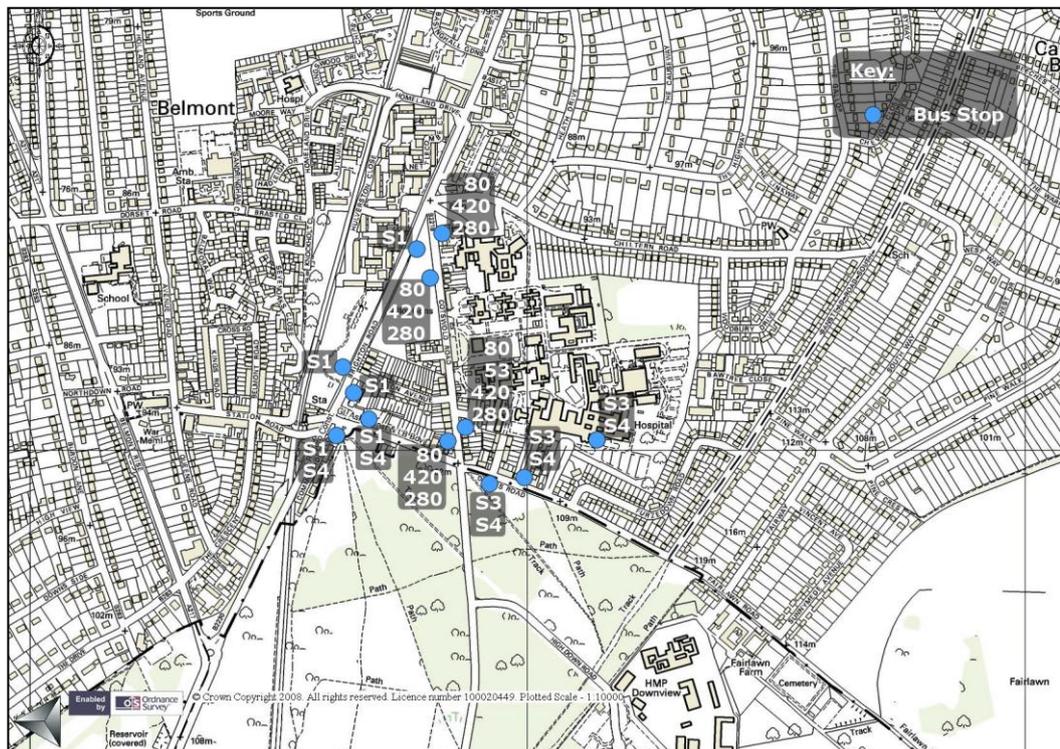


Figure 2.1 - Location of Local Bus Stops

2.14

The above plan indicates that the area benefits from numerous bus stops within a short distance of the site being served by a number of bus routes; with services stopping inside the hospital site adjacent to the main entrance of The Royal Marsden Hospital as well as bus stops located on Cotswold Road and Downs Road on the surrounding highway network.

2.15

The number 80 service is accessible from both north and southbound bus stops located on Cotswold Road and Downs Road. This service is the most frequent of all services passing the site and provides a regular service from Sutton railway station.

80					
Places Served					
Hackbridge – Morden – Sutton – Belmont					
Monday – Saturday			Sunday		
Southbound towards Belmont					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
05:33	01:43	12 mins	07:18	01:43	20 mins
Northbound towards Hackbridge					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
05:31	00:56	12 mins	06:36	00:56	20 mins

Table 2.1 – Peak Period Bus Services for the Number 80 Service

S1					
Places Served					
Banstead – Belmont – Sutton – Rose Hill – Mitcham Cricketers					
Monday – Saturday			Sunday		
Southbound towards Banstead					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
06:05	00:29	20 mins	07:32	00:32	30 mins
Northbound towards Mitcham Cricketers					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
05:33	23:52	20 mins	07:23	23:52	30 mins

Table 2.2 – Peak Period Bus Services for the S1 Service

S3					
Places Served					
Malden Manor – Worcester Park – Sutton – Carshalton – Belmont (Sutton Hospital)					
Monday – Saturday			Sunday		
Southbound towards Belmont					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
07:32	21:04	20 mins	No Sunday Service		
Northbound towards Malden Manor					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
06:05	21:15	20 mins	No Sunday Service		

Table 2.3 – Peak Period Bus Services for the S3 Service

S4					
Places Served					
Roundshaw – Carshalton – Belmont – Sutton – Rose Hill					
Monday – Saturday			Sunday		
Eastbound towards Roundshaw					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
06:13	00:10	30 mins	No Sunday Service		
Westbound towards St Helier Station					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
06:27	00:27	30 mins	No Sunday Service		

Table 2.4 – Peak Period Bus Services for the S4 Service

280					
Places Served					
Tooting – Mitcham – Sutton – Belmont					
Monday – Saturday			Sunday		
Southbound towards Belmont					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
05:58	00:30	10 mins	05:58	00:30	12 mins
Northbound towards Tooting					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
05:35	00:17	10 mins	05:35	00:34	12 mins

Table 2.5 – Peak Period Bus Services for the 280 Service

2.16 Some of the above bus services (S1, S3 and S4) have ‘Hail and Ride’ sections along the routes where passengers are not required to wait at a bus stop, which makes these services more accessible to passengers. The bus map provided by Transport for London at [Appendix A](#) shows the Sutton bus routes.

2.17 The 420 bus service is operated by Metrobus and is not part of the London bus network. This route also operates as the 820 school service for St Bede’s School in Redhill providing additional services northbound at 15.44 and a Friday service at 14:44, bypassing Tadworth Station and Walton-on-the-Hill. Table 2.6 below shows the service frequency of the 420 that stops on the Cotswold Road.

420					
Places Served					
Sutton – Belmont – Banstead – Tadworth – Reigate – Redhill					
Monday – Saturday			Sunday		
Southbound towards Redhill					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
07:38	19:42	60 mins	No Sunday Service		
Northbound towards Sutton					
First Bus	Last Bus	Daytime Frequency	First Bus	Last Bus	Daytime Frequency
06:55	19:12	60 mins	No Sunday Service		

Table 2.6 – Peak Period Bus Services for the 420 Service

2.18 The S1, S3 and S4 services are accessible from bus stops on Cotswold Road and Downs Road. Services S1 and S3 are also accessible from bus stops located on Brighton Road to the north of the junction with Cotswold Road.

Shuttle Bus Service

- 2.19** There is a free shuttle bus service in operation between the hospital site and Sutton town centre including the railway station which is available to staff of both the RMNHSFT and the ICR. Two buses are in operation at any one time operating between the hours of 06:30 - 10:30 and from 16:00 - 21:00 with a frequency of approximately 10 minutes dependent on passenger numbers and time taken to load.
- 2.20** Until 2010, the shuttle buses operated a shorter service. On site observations of the previous service indicated that minibus patronage was high particularly for the 16:00 hours service from the site to the station, which left full without requiring staff to wait for the next bus but by 16:25, bus occupancy had reduced to 50% of the capacity.
- 2.21** In addition, there is a bus service funded jointly by the RMNHSFT and The ICR, which travels between the Sutton and Chelsea hospital sites. The frequency is 5 times per day to a set timetable with departures from the Sutton site at 6.15am, 9.00am, 11.30am 12.30pm and 5.00pm; and departures from the Chelsea site at 7.30am, 10.30am, 12.45pm, 3.00pm and 6.30pm. This bus is available to staff of both the RMNHSFT and ICR, with staff able to arrive at the bus departure point on site and travel between the two sites.
- 2.22** There is also a free lunchtime shuttle bus service to Sutton. The shuttle bus leaves site at 12.05, 12.20, 12.45 and 13.20 and leaves from Sutton rail station to return to site at 12.30, 13.05, 13.30, 13.45 and 14.05. This service was introduced by The ICR and RMNHSFT in 2010 and is well used by staff.

Accessibility by Train

- 2.23** The nearest railway station to the site is Belmont, approximately 900 metres to the west, which lies on the Epsom Downs single track line. Trains for Epsom Downs depart every 30 minutes throughout the day, whilst trains destined for London Victoria are provided hourly throughout the day. Train services to London Victoria stop at Sutton railway station, which provides an interchange to other services to destinations around the south of England.
- 2.24** Sutton railway station is located approximately 2 kilometres to the north of the site. Sutton railway station serves destinations such as St Albans, Luton, Wimbledon and Horsham as well as the local destinations served on the Epsom to London Victoria line listed below.

Epsom								
Places Served								
Epsom – Ewell East – Cheam – Sutton – Carshalton Beeches – Wallington –Waddon –West Croydon – Selhurst – Thornton Heath – Norbury – Streatham Common – Balham – Wandsworth Common – Clapham Junction – Battersea Park – London Victoria								
Monday - Friday			Saturday			Sunday		
Towards Epsom								
First Train	Last Train	Daytime Frequency	First Train	Last Train	Daytime Frequency	First Train	Last Train	Daytime Frequency
06:27	23:58	15 mins	06:57	23:59	20 mins	06:02	23:59	30 mins

Table 2.7 – Peak Period Train Services towards Epsom

Epsom Downs								
Places Served								
Epsom Downs– Banstead – Sutton								
Monday - Friday			Saturday			Sunday		
Towards Epsom Downs								
First Train	Last Train	Daytime Frequency	First Train	Last Train	Daytime Frequency	First Train	Last Train	Daytime Frequency
06:18	23:28	30 mins	07:09	23:28	60 mins	06:18	23:28	60 mins

Table 2.8 – Peak Period Train Services towards Epsom Downs

London Victoria								
Places Served								
Sutton – Carshalton Beeches – Wallington –Waddon –West Croydon – Selhurst – Thornton Heath – Norbury – Streatham Common – Balham – Wandsworth Common – Clapham Junction – Battersea Park – London Victoria								
Monday - Friday			Saturday			Sunday		
Towards London Victoria								
First Train	Last Train	Daytime Frequency	First Train	Last Train	Daytime Frequency	First Train	Last Train	Daytime Frequency
05:33	23:06	15 mins	06:45	23:06	15 mins	06:57	23:29	30 mins

Table 2.9 – Peak Period Train Services towards London Victoria

2.25 The shuttle bus operated by the ICR and The Royal Marsden Hospital provides a free link between Sutton railway station and the hospital site for staff during the weekday morning and evening peak periods.

2.26 Interest free loans are available for those staff wishing to purchase a public transport season ticket for either the bus or the train. Staff can apply for the scheme through the finance office and repayments are deducted from their salary.

Accessibility by Foot

2.27 Footways are present on both sides of Cotswold Road, Brighton Road and Downs Road. Cotswold Road has footways present on both sides of the carriageway to the junction with Downs Road whereby only one footway is present to the east of the carriageway. There are uncontrolled island refuge crossings on Downs Road at the junction of Cotswold Road and again at the junction with Brighton Road. A signalised pedestrian crossing is located on Brighton Road close to the junction with Downs Road and Belmont Station. All the crossings have dropped kerbs and tactile paving.

2.28 It is considered within PPG 13 that walking offers the greatest potential to replace short car trips of under two kilometres. There are residential areas in the south of Sutton within two kilometres of the ICR site and there are footway links between the site and Sutton town centre. Figure 2.2 below provides a small scale two kilometre walking catchment area of the site. It can be seen that the area to the south of Sutton town centre, Belmont and Carshalton Beeches are located within walking distance of the site. As a result, there is potential for trips on foot to be made to and from the ICR site.

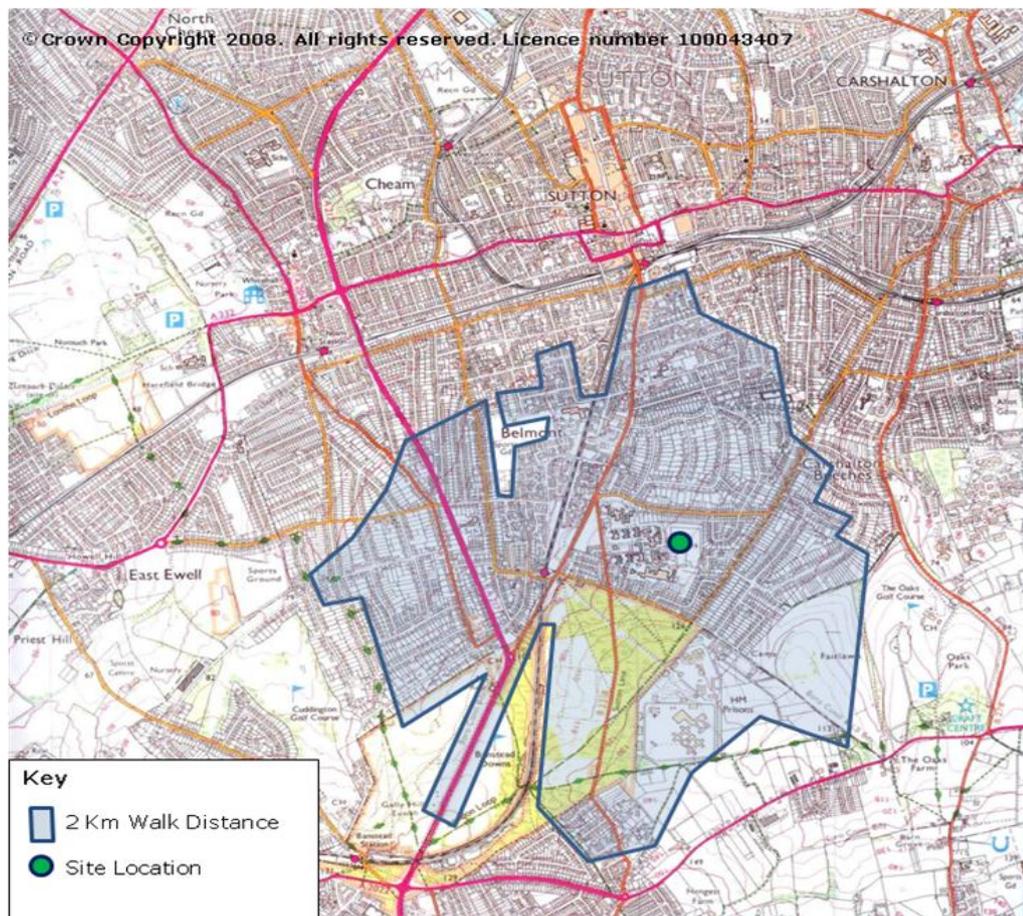


Figure 2.2 - Pedestrian Catchment Area

Accessibility by Cycle and Motorcycle

- 2.29** Within the borough, there is a network of cycle lanes, some of them converging on areas surrounding the ICR. In particular, Route 3 runs on an east to west axis just north of the site and links to Belmont railway station and to the rest of the cycle route network in Sutton. In addition, the Sutton Unitary Development Plan (adopted April 2003) details proposals to extend Sutton's cycle network, some of which will be in close proximity of the site.
- 2.30** The existing cycle parking provision at the site comprises 54 covered Sheffield stands which can accommodate 108 bicycles. The site also provides 7 motorcycle parking spaces.
- 2.31** The ICR has a Bicycle User Group, which is made up of volunteer cyclists who occasionally meet to discuss any relevant cycling issues.
- 2.32** The existing ICR buildings provide 100 lockers, which are allocated to staff on request. There are additional gym lockers, which are pay on demand. There are also 9 showers available for staff use.
- 2.33** Interest free loans are available for those staff wishing to purchase a bicycle and/or cycling equipment. Staff can apply for the scheme through the finance office and repayments are deducted from their salary.
- 2.34** It is considered in PPG 13 that cycling can substitute for short car trips, particularly those under 5 kilometres, and can form part of a longer journey including other public transport modes.
- 2.35** Figure 2.3 below shows the area within a five kilometre distance of the site. Sutton, Cheam, Rosehill, Carshalton, Carshalton Beeches and East Ewell are located within cycling distance of the site. Sutton railway station and Belmont railway station are also located within five kilometres cycle distance of the site. As such, there is potential for staff living in these areas to travel to work by bicycle.

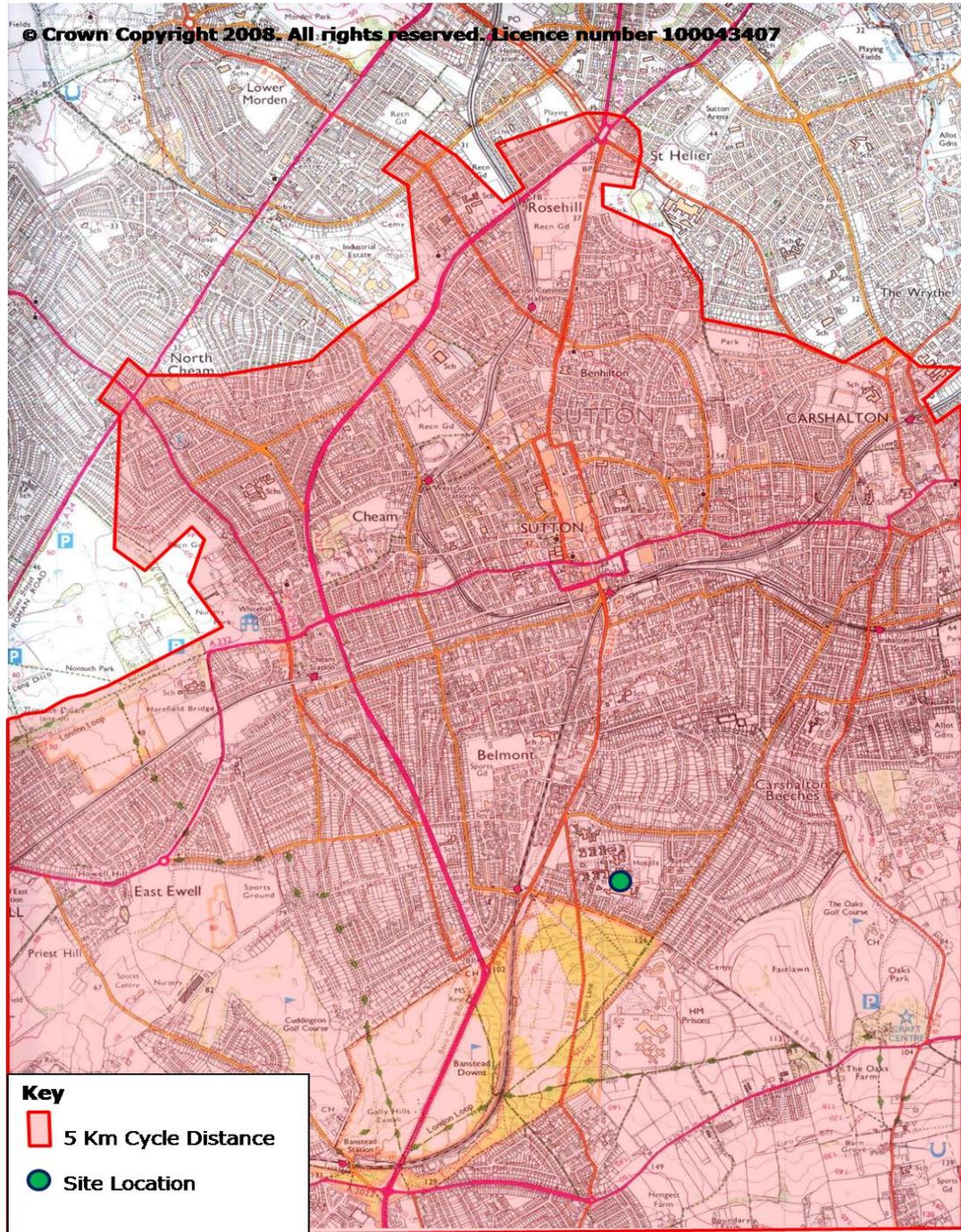


Figure 2.3 - Cycle catchment area

Telecommuting and Video-Conferencing

2.36

Many large organisations have instigated initiatives to allow staff to work from home or satellite offices, using computers and telecommunication links. The ICR has recognised the importance of video conferencing and has invested heavily in this area with five video conferencing units, three at the Chelsea site and two at the Sutton site.

Contractors

2.37 Contractors will arrive intermittently at the site and can be split into two categories:

Maintenance Engineers

Maintenance engineers perform a vital role in the smooth running of the ICR site and their presence is essential to the operation of the site. They invariably require their vehicles on hand whilst working and should not be discouraged from using the parking facilities. To achieve this, the ICR issues each visitor with a car park pass which is 'tagged' with an automatic time expiry label.

Major Contractors

Major contractors pose a challenge, as they monopolise large areas of parking space and bring an ad-hoc variety of vehicles on site without notice. The ICR ensures they are restricted to specific parking spaces. Major contractors are also contracted to accept penalty clauses in lieu of transgression.

Staff Travel Patterns

2.38 In order to establish the travel patterns of staff before the introduction of the Travel Plan, a comprehensive staff questionnaire has been undertaken. The questionnaire is attached as **Appendix B** of this report.

2.39 A travel survey was distributed to all staff at the ICR in Sutton. Of the 637 members of staff that were asked to complete the survey, a total of 322 responses were received; achieving a response rate of 51 percent.

2.40 The survey results reveal the main mode of transport used by staff to get to work is single occupancy vehicle. The modal split is shown below in Table 2.10.

Mode of Transport	% of staff
Car driver (alone)	46.3
Train and Shuttle Bus	17.4
Walk	12.4
Bicycle	6.2
Walk and Shuttle Bus	5.3
Public Bus	4.7
Car driver (with passenger)	4.3
Car passenger	1.2
Motorcycle/ scooter	1.2
Underground and Bus	0.9
Total	100

Table 2.10 – Staff Modal Split

2.41 For the purposes of the Plan, one of the key findings of the travel questionnaire is the potential for sustainable travel. The survey results in Table 2.11 below shows the modes of transport that staff occasionally use. These 'occasional modes of transport' used by staff are all of a sustainable nature. The highest response rate was for using the train and the shuttle bus as an occasional mode, which received 40 responses.

Mode of Transport*	Number of staff*
Car passenger	7
Walk	14
Bicycle	12
Public Bus	20
Train and shuttle bus	40
Walk and shuttle bus	6
Train and public bus/ walk	7
Grand Total	106

Table 2.11 – Modes Used Occasionally by Staff

*Some of the staff use more than one form of transport occasionally

2.42 Table 2.12 below shows staff responses for their distance to work. Eight percent of staff live within one mile (1.6 kilometres) of the site. These staff are all within the preferred maximum walking distance of two kilometres for commuting, as identified by the Institute of Highways and Transportation and PPG 13.

2.43 Twenty five percent of staff live within two miles (3.2 kilometres) of the site. PPG 13 considers that cycling has the potential to substitute for short car trips for journeys under five kilometres. Thirty three percent of staff live over 10 miles (16 kilometres) from the site. Use of the train to travel to and from work might be a viable option for these staff members.

Distance staff travel to work	Number of Staff	Percentage of Staff
Over 5 miles and up to 10 miles	77	24.4
Over 10 miles and up to 20 miles	59	18.7
Over 2 miles and up to 5 miles	56	17.7
Over 1 mile and up to 2 miles	55	17.4
Up to 1 mile	25	7.9
Over 40 miles	18	5.7
Over 20 miles and up to 30 miles	17	5.4
Over 30 miles and up to 40 miles	9	2.8
Grand Total	316	100%

Table 2.12 – Staff distance to work

2.44 A map of the home locations of staff is contained in **Appendix C** of this report and can be used by the Travel Plan Coordinator to establish where car share partnerships could be established. Based on the survey data, there are a number of single occupancy car drivers in close proximity to one another within 3 miles of the site and also in Epsom.

Business Travel

2.45 The survey asked staff how often they use their car for business travel. Only 0.5% gave their answer as every day. Just over 38% said that they occasionally use their car for business travel and 61.2% never do.

Deliveries

2.46 The ICR has between 20-25 deliveries per day ranging in size between transit vans to 10 metre rigid vehicles. BOC gasses and liquid nitrogen are delivered regularly twice a week along with biohazard refuse lorries and general refuse lorries collect waste at the same time every week.

2.47 The Stores Manager oversees deliveries on site and has informally arranged deliveries so that the regular deliveries of BOC gasses, liquid nitrogen and waste do not occur at the same time and are spaced throughout the week.

3.0 Plan Administration

Introduction

3.1 The facilities department has appointed a member of staff to take on the role of Travel Plan Coordinator to implement and administer this Travel Plan. The contact details of the Travel Plan Coordinator are as follows:

- ▶ Travel Plan Coordinator: Wayne Martin
- ▶ Email: travelplan@icr.ac.uk

3.2 The Travel Plan Coordinator is responsible for the administration of the Plan, the implementation of the Plan measures, for on-going monitoring of the Plan, for the annual review and for co-ordinating the activities with the Local Planning Authority's Travel Plan Officer as necessary.

Administration

3.3 All correspondence relating to this Travel Plan will be filed with the results of periodic monitoring and the results of each annual review (see Section 5).

3.4 The Travel Plan Coordinator is responsible for setting up and maintaining the staff travel database, which will comprise the results of the staff questionnaire.

3.5 In the interests of confidentiality, the Travel Plan Coordinator alone will hold the database and be responsible for the release of information. Information contained within the database will include car parking permit allocation and staff who have applied for season ticket loans and subscribed to the cycle salary sacrifice scheme.

3.6 The staff travel database will be reviewed annually. New staff will be entered into the database on commencement of employment and staff leaving employment will be removed from the database. New staff will be provided with a TfL cycle map of the Sutton area, bus and train timetables, details of the car share scheme and parking permit allocation along with available discounts at local cycle stores. In addition, new employees will be informed of the Travel Plan and provided with the contact details of the Travel Plan Co-ordinator.

Consultation

- 3.7** The success of the Plan will rely on the support of staff. The Travel Plan Coordinator will retain close contact with management and staff representatives. The role also involves responsibility for all liaisons with outside bodies, including the Local Planning Authority and Highway Authority.

Promotion

- 3.8** All staff, including new employees, will be made aware of the existence of this Travel Plan at the commencement of employment. The details of the Plan, its objectives in enhancing the environment and the role of individuals in achieving the objectives of the Plan will be explained.
- 3.9** Included in the induction process of new staff will be an introduction to this Travel Plan where details of the available transport options will be provided. A pack will be provided to each new starter which will contain the Travel Plan Coordinator contact details and travel related information such as train timetables. In addition, a notice board in the staff canteen will display information relevant to this Travel Plan.
- 3.10** A Smarter Travel Sutton event was held on the Thursday 21st May 2009 on The Royal Marsden Hospital campus. The event was coordinated by The Royal Marsden NHS Foundation Trust, the ICR and Smarter Travel Sutton. The event was designed to make employees aware of sustainable transport methods to the site by highlighting sustainable transport available in Sutton. Representatives of Streetcar and Pearson's Cycles were available to talk through the benefits of joining the scheme. Cycle training and free cycle maintenance were available at the event and were advertised to all staff prior to the event. Pictures of the event are illustrated below.



Pictures of the Smarter Travel Sutton Staff Information Event May 2009



Pictures of the Smarter Travel Sutton Staff Information Event May 2009

- 3.11** The ICR will encourage and support further such events in conjunction with The Royal Marsden NHS Foundation Trust and Smarter Travel Sutton.

Updating

- 3.12** This Travel Plan is a strategy for the indefinite future and as such will evolve over time. Although the objectives of the Plan, to 'educate' and to 'facilitate' travel by sustainable modes will remain the same, targets may change in the future.
- 3.13** The on-going monitoring programme and in particular the annual review (outlined in Section 5) will provide up-dated information that will allow the Plan to be revised, refined and improved.

Targets

- 3.14** Targets will be used to assess the effectiveness of the initiatives implemented and to focus attention on what needs to be achieved. The most realistic base figure on which to set targets in a Travel Plan is the percentage of staff members that drive to work by single occupancy vehicle. In order to ensure that the car park operates within its capacity, and to minimise the traffic impact on the surrounding highway network, the main Travel Plan target is:

- ▶ **To reduce the modal share of staff travelling to and from the ICR by single occupancy vehicle by 5% from the 2008 survey results by June 2011. (Note: This target was not met and is currently under review).**

3.15

The above target will be achieved through implementing the Travel Plan measures and by aiming to achieve the following sub targets:

- ▶ **Increase by 10% the proportion of journeys to and from the ICR made by sustainable modes of transport including walking, cycling, public transport and car sharing from June 2010 baseline data by June 2013;**
- ▶ **Implement the approved Travel Plan in accordance with the planning permission for the ICR North Site and to meet targets within 5 years of the start of the building work; and**
- ▶ **Raise awareness/ communicate the reasons for the importance of promoting sustainable travel practices across the Institute.**

4.0 Plan Measures

Introduction

4.1 This section of the Travel Plan defines specific physical and management measures to be undertaken in order to help in achieving the targets and objectives of the Plan. The implementation of the listed measures, which include awareness initiatives and infrastructure provision, is the core of the Plan. Measures are grouped together broadly under 'alternative mode of transport' headings.

4.2 As far as possible, the measures outlined below are designed to be suitable for review and monitoring. The list, however, is not exhaustive and the Travel Plan Coordinator will be free to investigate other potential initiatives.

4.3 The results of the initial travel questionnaire have been taken into account in designing the package of measures.

General

4.4 A number of general measures will be in place to ensure that awareness of the Travel Plan is maintained and that measures are developed to ensure the success of the Plan:

- ▶ The Travel Plan Coordinator will brand and market the Travel Plan on notice boards and the intranet;
- ▶ Travel information will be provided for visitors through the website and on a notice board in the main reception to encourage travel by non single occupancy vehicle to the site due to limited visitors parking;
- ▶ The Travel Plan Coordinator will liaise with other local Travel Plan Coordinators (e.g. at The Royal Marsden Hospital NHS Foundation Trust and South West and St Georges Mental Health Trust) to share resources and ideas where appropriate, and to introduce cross-organisation potential car sharers; and
- ▶ The Travel Plan Coordinator will set up a Travel Forum that will be made up of volunteers who will meet to discuss any travel issues to ensure that the Travel Plan is developed in a manner that is appropriate to the people who work at the site.

Car Park Permits

- 4.5** A new car parking permit scheme was introduced to the site on February 2011 which involved all staff living less than two kilometres from the site having their car park permit allocation reassessed. A map defining the 2 kilometre boundary of the site has been created by an independent consultant and is attached in **Appendix D** of this report.
- 4.6** Permits were revoked from RMH staff who currently have an ICR car parking permit.
- 4.7** Staff living within 2 kilometres of the site had their car parking permit revoked unless they met any of the following exemption criteria:
- ▶ A mobility problem or medical condition that requires the use of a car to be able to commute (a medical certificate and letter from Occupational Health will need to be produced);
 - ▶ A caring responsibility where a car is needed for example, to drop children at school (line manager should grant approval);
 - ▶ A bus or train journey that takes more than one hour;
 - ▶ Active car sharer;
 - ▶ A valid business or personal reason which provides a need to park on site, in such cases the Sutton Site Manager will make the final decision; or
 - ▶ Staff who do not have reasonable bus or rail access (ie more than a 10 minute walk to a bus stop or rail station and /or more than a one hour bus or train journey).
- 4.8** All staff parking permits are valid for one year from the date of issue and applicants are required to submit a new form for each renewal. The Travel Plan Coordinator maintains a database of permits and reminds members of staff when their permit is due to expire. All permits are to be returned to the Travel Plan Coordinator at the end of an individual's employment.
- 4.9** Staff are able to pre-book a temporary permit to park in a visitors parking space in the event of needing to drive to the site. Such permits are issued by the Travel Plan Coordinator who records the demand for booking such spaces.
- 4.10** Staff are required to book visitors' vehicles in with Reception prior to their arrival. There are 8 parking spaces for visitors located close to the Reception. These are for the exclusive use of visitors.
- 4.11** The car park patrol company will ticket any vehicle parked in the car park which does not display a valid ICR car parking permit.

Walking

4.12 In order to encourage travel to the site on foot:

- ▶ The Travel Plan Coordinator will report the results of the travel questionnaire to the Local Authority's Travel Plan Officer as necessary and will liaise with the Officer to establish the potential for improvements to existing off-site pedestrian facilities;
- ▶ Information will be provided to all staff giving details of safe pedestrian routes to and from the site;
- ▶ The Travel Plan Coordinator will ensure that pedestrian routes within the site are well lit and adequately sign posted;
- ▶ The Travel Plan Coordinator will look into running personal safety courses if there is sufficient interest from staff;
- ▶ The www.walkit.com website will be included in literature about the Travel Plan as it is a site that promotes walking as a form of transport;
- ▶ Staff will be recommended visiting www.liftshare.com where individuals can register their details in order to find other people who walk similar routes regularly so as to become walking buddies for safety and social reasons;
- ▶ The Travel Plan Coordinator will organise participation in local and national events such as 'Walk to Work Week';
- ▶ The Travel Plan Coordinator will assist staff in planning walking routes to work and will introduce members of staff who walk similar routes to work where appropriate; and
- ▶ Staff will be given the opportunity to use a locker for storage of wet clothes, umbrellas, etc.

Cycling

4.13 In order to encourage travel to the site by bicycle:

- ▶ The Travel Plan Coordinator will report the results of the travel questionnaire to the Local Authority's Travel Plan Officer as necessary and will liaise with the Officer to establish the potential for improvements to existing off-site cycle facilities;
- ▶ The Travel Plan Coordinator will promote the Cycle to Work Scheme;
- ▶ Staff will be given the opportunity to use a locker for storage of wet clothes, helmets, etc;
- ▶ Information will be provided to all staff giving details of cycle routes to and from the ICR including the London Cycle Guide Area 17 maps covering the Sutton area;
- ▶ Secure and sheltered cycle parking will be located in close proximity of each unit for staff and visitor use;
- ▶ The Travel Plan Coordinator will encourage greater membership of the Bicycle User Group;
- ▶ The Travel Plan Coordinator will participate in local and national events to encourage more cycling such as 'Bike to Work Week';
- ▶ The use of cycle parking facilities will be monitored. Additional parking facilities will be provided should demand warrant it;
- ▶ The Travel Plan Coordinator will assess the interest in cycle confidence training, and if appropriate will liaise with The London Borough of Sutton who offer free training courses;
- ▶ The website www.smartwater.com will be promoted as it is a security system that is effective in reducing bike theft;
- ▶ Staff will be recommended visiting www.liftshare.com where individuals can register their details in order to find other people who cycle similar routes regularly so as to become cycling buddies for safety and social reasons;
- ▶ The Travel Plan Coordinator will assist staff in planning cycle routes to work and will introduce members of staff who cycle similar routes to work where appropriate;
- ▶ The Travel Plan Coordinator will promote the cycle to work scheme (e.g. www.cyclescheme.co.uk) whereby staff can purchase discounted bicycles and cycling equipment; and
- ▶ Staff will be able to claim a 10% discount at Pearson's Cycles (both online at www.wheelies.co.uk/STS and in their Sutton store) in conjunction with Smarter Travel Sutton.

Public Transport: Bus and Train Services

4.14 In order to encourage travel to the site by public transport:

- ▶ The Travel Plan Coordinator will report the results of the travel questionnaire and any other relevant feedback to the Local Authority's Travel Plan Officer and TfL as necessary;
- ▶ The Travel Plan Coordinator will endeavour to negotiate staff discounts with bus operators;
- ▶ Staff will be encouraged to take up and use Oyster cards. Oyster cards can currently be used at Sutton and Belmont railway stations in conjunction with season tickets and as pay-as-you-go. In this way it is possible to pay less for single journeys than by buying a paper ticket each time;
- ▶ The Travel Plan Coordinator will promote the interest free loan scheme for the purchase of season tickets for bus and train travel;
- ▶ Links to useful websites including www.nationalrail.co.uk and www.transportdirect.info will be included in staff Travel Packs and on the ICR website to help staff and visitors to plan their journeys to and from the site;
- ▶ The Travel Plan Coordinator will provide staff with information relating to the local bus, shuttle and train services and the locations of the stops and stations. This information will be displayed on staff notice boards that will be updated as necessary to ensure that all information remains valid. Up-to-date details of bus and train services, including route information and service frequencies, will be permanently on display within the building lobbies on site; and
- ▶ The Travel Plan Coordinator will liaise regularly with the bus and train operators to ensure that information remains valid.

Shuttle Bus

4.15 In order to encourage travel to the site by train and shuttle bus:

- ▶ The Travel Plan Coordinator will promote the service to existing and new staff; and
- ▶ The Travel Plan Coordinator will monitor the usage of the service and investigate whether the service is adequate. If the demand is there, the Travel Plan Coordinator will investigate the possibility of a third shuttle bus.

Motorcycling

4.16 Motorcycles are generally more efficient in their use of fuel and road space than cars, whilst emission levels are also generally lower. Measures to support motorcycling to and from the site include:

- ▶ The Travel Plan Coordinator will maintain and monitor the use of the existing motorcycle parking; and
- ▶ The Travel Plan Coordinator will ascertain the level of interest in a motorcycle safety training course for staff and, if sufficient interest exists, organise a free or discounted training course.

Public Transport: Taxis

4.17 Taxis have an important role in providing for staff trips when other modes of transport may not be available.

- ▶ The Travel Plan Coordinator will ensure that the contact details for a local taxi operator are available on site;
- ▶ A Guaranteed Ride Home fund will be set up to pay for a taxi if a member of staff needs to get home in an emergency but has no suitable means of transport available to them; and
- ▶ TfL's 'Cabwise' campaign will be promoted to staff, particularly those who travel to and from work early in the morning or late at night (<http://www.tfl.gov.uk/tfl/gettingaround/taxisandminicabs/taxis/default.aspx>).

Car Sharing

4.18 Car sharing represents a relatively convenient alternative form of travel and there is some potential to reduce the total private mileage of staff by implementing and publicising a formal 'scheme'.

- ▶ The Travel Plan Coordinator will encourage car sharing among the staff at the site by promoting the ICR link to www.liftshare.org;
- ▶ The Travel Plan Coordinator will establish from the questionnaire data the potential for car sharing and will arrange for individual staff members to be made aware of potential car share partners. The map in Appendix C shows clusters of staff home locations, where car sharing groups could be formed;
- ▶ Parking facilities on site will include 25 allocated car share bays, to be phased in as demand increases, which will be marked in the car park to be used only by staff who have car shared to the ICR. Usage of these spaces will be monitored by the Travel Plan Coordinator and the car park patrol company;
- ▶ Staff wishing to use car share bays should register their car share group with the Travel Plan Coordinator and in return they will be issued with a car share parking permit. Only cars with two or more passes displayed in the car, indicating they have been used by two or more staff members, will be permitted to use the car share bays. The car share parking spaces, as well as other parking spaces, will be monitored by the Travel Plan Coordinator to ensure their correct use;
- ▶ The Travel Plan Coordinator will organise car share awareness raising campaigns. These will promote the cost saving, social and environmental benefits of car sharing and also help to introduce members of staff who live near each other; and
- ▶ Security advice regarding car sharing will be issued to all staff.

Car Club

4.19 There are three Streetcars accessible from the ICR site; the closest is located on The Crescent adjacent to Belmont railway station and the others are located on Brighton Road close to Sutton railway station.

5.0 Plan Monitoring and Review

Introduction

- 5.1** A programme of monitoring and review has been designed to generate information by which the success of the Plan can be evaluated. Monitoring and review will be the responsibility of the Travel Plan Coordinator and will be carried out for internal purposes. As the Local Authority encourages the implementation of a Travel Plan, the results of the monitoring process will also be made available to the London Borough of Sutton Travel Plan Officer.
- 5.2** The primary objective of this Travel Plan is to effect a reduction in the use of single occupancy private car travel for work-based trips with a view to ensuring that the car park operates within capacity. A suitable indicator of the success of the Plan is the annual changes in the modal split of staff travel.
- 5.3** Other less direct objectives of the Plan are to increase the awareness of staff about the environmental implications of travel mode choice. Awareness is less easy to monitor, although one indicator will be the general response to the introduction of the Plan, measured by the volume and type of feedback from staff members, both at the outset and as the strategy evolves.

Monitoring

- 5.4** The monitoring measures outlined below incorporate both the collection of 'hard' analytical data and 'soft' data in the form of general feedback and correspondence.
- ▶ Travel Plan Coordinator to monitor car sharing groups and the car sharing scheme as a whole, including staff who receive lifts from non-staff drivers;
 - ▶ Monitor the demand for additional shuttle services to Sutton railway station;
 - ▶ Monitor demand for additional cycle and motorcycle parking;
 - ▶ Record details of transport related events and where possible attendance levels; and
 - ▶ Record comments received relating to the operation and implications of the Plan.
- 5.5** Information gathered through the monitoring process will be recorded for input to the annual review (outlined below).
- 5.6** New staff will receive the travel questionnaire on commencement of employment and their results will be entered onto a database. Staff leaving employment will be removed from the database. All data will be treated with confidentiality.

Annual Review

- 5.7** Each year, on or about the anniversary of the introduction of this Travel Plan, the Travel Plan Coordinator will undertake a comprehensive review of the Plan. The objective of the review will be to assess the success of the Plan and to identify the potential for future refinement of the details of the Plan.
- 5.8** The major element of the review will involve the re-issue of the travel questionnaire. A detailed staff travel survey will be conducted on a bi-annual basis and a condensed snapshot survey will be undertaken in alternate years. Although the travel database will be regularly up-dated, the re-issue of the questionnaire offers the opportunity to gather new information about wider attitudes to travel amongst staff. Analysis of the questionnaire will also yield up-dated mode-split information for comparison with data derived at the introduction of the Plan.
- 5.9** The Travel Plan Coordinator will compile an annual progress report outlining the results of the annual review. The report will also incorporate the results of on-going monitoring throughout the preceding period, the results from the staff travel surveys and progress towards the Travel Plan targets. The report will be submitted to the London Borough of Sutton, made available to management and all staff and filed for record.

6.0 Timescale for Implementation and Funding

6.1 Some of the measures associated with the implementation of this Travel Plan are already in place. Some are ongoing and some are to be set up in the future. Table 6.1 below sets out the timescale for implementing the necessary measures:

Action Plan	Responsibility and Time Scale	Cost	Benefit
Provide staff and visitors with public transport information and information on cycling and pedestrian routes surrounding the site	TPC - within 3 months of implementation of the Travel Plan	Possible printing costs	Greater awareness of more sustainable travel options
Liaise with local bus operators, TfL, the Highway Authority and the Royal Marsden Hospital TPC	TPC – ongoing	-	Creates an awareness of the site's demand on the local transport infrastructure and produces new ideas on how to manage it
Revoke car park permits of staff living less than two kilometres from the ICR, with the exception of those under the exemption criteria	ICR car park policy managers - on implementation of the Travel Plan	-	Pressure on the car park and the local road network will be lessened
Ensure pedestrian routes within the site are well lit and adequately sign posted.	TPC – ongoing	Potential need for bulbs, lamps and signage	Improves pedestrian safety and convenience within the site
All staff that require a locker will be provided with one, or added to the waiting list	TPC – upon request	Potential locker installations	Provides storage space for walking and cycling equipment
Monitor demand on car park, use of car sharing spaces, cycle/motorcycling parking facilities and the shuttle bus service	TPC – ongoing	Potential additional cycle parking, car share bay allocation and minibus	Ensures correct use of car sharing spaces and monitors demand on the car park, cycle/motorcycle parking and minibus
Promote Bicycle User Group and set up a Cycle Forum on the intranet	TPC - within 3 months of implementation of the Travel Plan	-	raises issues associated with cycling to the site which can be passed on to the Council
Promote bike discounts available to staff at Pearson's Cycles	TPC - within 3 months of implementation of the Travel Plan	Possible staff incentives	Staff savings
Organise awareness raising sustainable transport events such as 'Bike to Work week' (see Appendix E)	TPC – ongoing	Promotional materials	Awareness and promotion of car sharing, public transport, walking, cycling and staff fitness
Promote interest free loan scheme for bicycles and public transport season tickets	TPC – ongoing	Initial cost of loan but will be repaid	Reduces the financial burden of purchasing a bike or public transport season ticket
Ascertain the level of interest in a motorcycle safety training course for employees and organise the training course should demand warrant it	TPC - within 6 months of implementation of the Travel Plan	Potential cost of the training course	Improved motorcycle safety awareness

Set up Guaranteed Ride Home fund	Facilities Department – identified in annual Travel Plan budget	Taxi fares for emergency journeys	Staff reassurance
Promote the liftshare.org facility amongst staff	TPC - ongoing	Promotional materials	Staff awareness of potential car sharing partners and potential for staff to reduce their travel costs
Allocate car share only parking bays and issue car share passes	TPC – at same time as introducing new permit scheme	Signage and car share passes	Staff incentives to car share
Establish why some of the staff who do not require a car for business reasons drive to work and promote sustainable alternatives to them	TPC – when next staff travel survey is carried out	-	Reduce number of cars travelling to and from the site at peak times

Table 6.1 - Travel Plan Measures Action Plan

Appendix A

London Borough of Sutton Bus Map



Sutton Bus Map .pdf

Appendix B

Staff Travel Questionnaire

Staff Travel Survey

<http://www.surveymonkey.com/s/ICRStafftravelsurvey2012>

Appendix C

Staff Home Post Code Map

UK



Institute of Cancer
Research Site and Sta

London



Home Locations of All
Institute of Cancer R

North East London



Home Locations of All
Institute of Cancer R

South East London



Home Locations of All
Institute of Cancer R

South West London



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Appendix D

Site Map showing 2 kilometre Walking Catchment Area



2K Walking
Catchment Area.pdf

Appendix E

Sustainable Transport Events Calendar



Travel Plan
Events.doc