



Queen's University  
Belfast

ESTATES DIRECTORATE

Promoting Sustainable  
Travel Choices

*We are exceptional*

A woman with long brown hair, wearing a grey parka, a purple and yellow patterned scarf, and a brown fur hat, is smiling while riding a red bicycle on a paved path. The background shows a large brick building with Gothic-style windows and arches, and some greenery. The overall scene is bright and sunny.

# TRAVEL PLAN STRATEGY 2015 - 2020

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## Foreword from the Vice-Chancellor

Queen's University Belfast's Vision is of a world class international university that supports outstanding students and staff, working in world class facilities, conducting leading-edge education and research, focused on the needs of society.

We are committed to making a positive and lasting impact on society and that includes reducing our carbon footprint through the University's Carbon Management Plan.

Travel and Transport is a key element in the University's Carbon Management Plan, which highlights travel planning activities as a key tool in reducing emissions from transport.

This latest Travel Plan 2015 - 2020 will build on our successes to date. Key achievements over the last five years include: meeting the target reduction of 5% in the number of staff and student single-occupancy car journeys to and

from the University; publication of a new campus travel guide; provision of Translink ticketing facilities in the Students' Union and Elms Village; introduction of a student bike recycling scheme; and the implementation of a new car parking charging system, with lower emissions' vehicles attracting lower charges.

Moving forward, there will continue to be a strong focus on the targeted promotion and marketing of existing initiatives. Areas where additional measures are likely to be beneficial have also been identified, including an increase in the target reduction for single-occupancy car journeys.

The ongoing successful implementation of the Travel Plan will make a significant contribution to our overall target for reducing carbon emissions. It also offers the opportunity to reduce congestion in the local vicinity to the benefit of our neighbours; and to benefit individual staff and students through shorter travelling times and costs, and improved health and fitness.

**Professor Patrick Johnston**  
President and Vice-Chancellor

In 2010 we set a target to reduce the proportion of staff and students commuting by single occupancy car to University in the order of 5% - the latest travel surveys demonstrate that these targets have been achieved with a corresponding increase in use of more sustainable modes.

## Executive Summary

The University, for both operational and sustainability purposes, has a long running commitment to the promotion of sustainable travel practices.

With a dedicated staff resource, formal travel plan strategy (since 2005) and a range of measures covering car sharing, public transport (service information and ticketing) and infrastructure provision for cyclists and pedestrians, many of the normal barriers to sustainable travel have been addressed.

Nonetheless, the University continues to find ways to promote and encourage informed mode choice and to improve the attractiveness of sustainable travel options for staff, students and visitors alike.

Indeed, in the last five years there has been significant progress made in terms of encouraging more sustainable travel patterns amongst staff and students; the proportion of staff trips by sustainable modes has increased from 58% in 2010 to 66% in 2015 whilst students travelling by sustainable modes has increased from 79% to 84%. This positive progress is testament to the effectiveness of travel planning activities to date.

With this in mind, the aim of the 2015 - 2020 travel plan strategy is, therefore, to:

Minimise the environmental and social impact of trips to the University by staff, students and visitors by continuing to encourage and facilitate active and sustainable travel modes (wherever practical) through a combination of infrastructure and information provision.

We have identified an 'action plan' aimed at achieving this, which includes a package of measures and a marketing strategy for how these will be communicated to staff, students and visitors.

Tangible targets for modal shift have also been set on the basis of the information received from the staff and student travel surveys. These include a reduction in both staff and student trips by single occupancy car of 3% by 2020 (against 2015 levels), with a corresponding increase in sustainable modes.

We will continue to monitor the impact of the travel plan annually moving forwards, with staff and student surveys undertaken on a biennial basis.



# 66%

The proportion of staff trips by sustainable modes has increased from 58% in 2010 to 66% in 2015.



# 84%

The proportion of Student trips by sustainable modes has increased from 79% in 2010 to 84% in 2015.

# 3%

We have set a target reduction of 3% in both staff and student trips by single occupancy car by 2020 (against 2015 levels)

## Introduction & Context

The University first developed a Travel Plan Strategy (for the period 2005 - 2010) in response to changes in the planning policy agenda, which placed greater significance on the need to provide for pedestrians, cyclists and public transport users over those travelling by car. A subsequent strategy, which built on the successes of its predecessor, was prepared for the period to 2015; this latest document (2015 - 2020) focuses on raising awareness of existing measures, whilst identifying additional activities that will be undertaken as a means to reduce single occupancy car trips further.

More recently initiatives such as bespoke car share schemes, electric vehicles becoming commonplace and eco-driving have meant that there are also ways that we can encourage those that travel by car to do so in a more sustainable manner.

Like any large organisation, we face a balancing act in seeking to reduce single occupancy car travel whilst ensuring the travel needs of staff and students are being met in terms of facilitating access to the University in an efficient manner (both in terms of time and cost).

We understand that there are some journeys and some individuals for which car travel offers the only realistic option. The strategy is, therefore, not intended to be anti-car, but rather to promote choice and raise awareness of the journey options available, with a view to encouraging behavioural change, where appropriate.

Whilst the strategy is a stand-alone document, it has clear links with both the Carbon Management Plan and the Estate Strategy, which themselves form key elements of the University's overarching environmental agenda. The Travel Plan will support the University's Corporate Strategy (Vision 2020), ensuring that staff and students have access to sustainable travel options. It also has a role to play in the University's capital development programme - as it clearly demonstrates a proactive approach to managing the demand for travel in the context of future development.

It is clear that over the last five years there has been a general trend towards more sustainable travel behaviours amongst both staff and students. This is reflective of the University's efforts in terms of providing for and encouraging walking, cycling, public transport and sustainable car use. Key initiatives are detailed below.

### Promotional Activities

- A series of sustainable travel awareness events held on an annual basis, involving Translink where appropriate;
- Preparation of an updated campus travel guide and continued use of online resources to convey travel information; and
- Information on sustainable travel choices is included in staff Welcome Packs and forms part of the induction programme.

### Public Transport

- Provision of a Translink ticketing facility in the Students' Union and at Elms Village;
- Continued promotion of Annual Travel Cards to staff; and
- Introduction of Travel+ - the salary sacrifice bus ticket scheme for staff.

### Cycling

- Increased secure cycle parking provision;
- Introduction of a student recycled bikes scheme, selling restored bikes at events throughout the year;
- A series of cycle events is held throughout the year on an ongoing basis including Cycle Clinics, Bike to Work Week, European Mobility Week and a Cycle Challenge; and
- Continued promotion of the Cycle+ cycle to work scheme for staff.

### Car Users

- Parking permit charges now reflect vehicular emissions, with those that are polluting more paying an increase charge.



# 204

The number of second-hand cycles sold to students since 2012.



# 38%

The number of annual staff travel cards has increased by 38% between 2012 and 2014.



# 262

The number of staff who have participated in Cycle+ between 2010 and 2015.

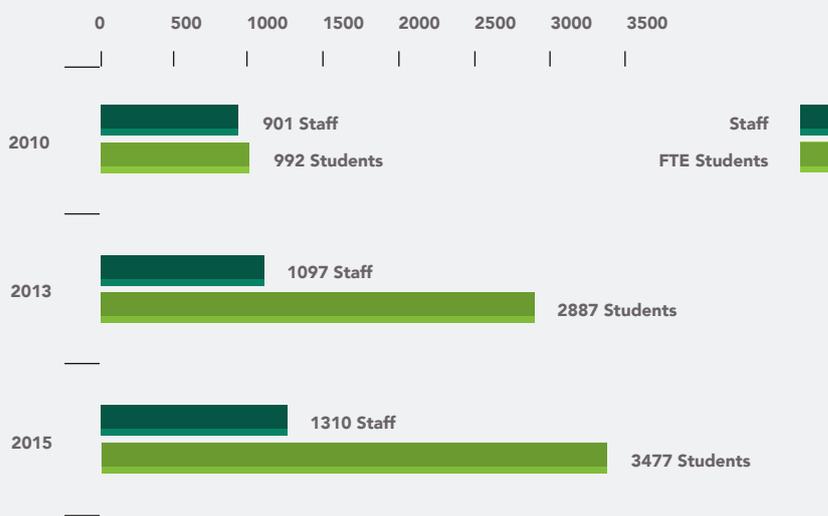
## Understanding How We Travel

In February 2015 we undertook a full staff and student travel survey; this sought to gain insight into the travel habits of respondents and the reasons behind these.

The surveys were structured so as to enable comparison with those undertaken in 2010 and 2013 (thus enabling trends throughout the strategy period 2010 - 2015 to be identified).

A bespoke web page was set up and was promoted to staff and students, using a variety of media with incentives offered for return. Responses were received from 36% (1310) of staff and 19% (3477) of FTE students, which is the best response rate ever to our travel survey.

#### Staff and Student Survey Responses - 2010, 2013 and 2015



A report detailing the full survey results is available [here](#); a brief overview is provided in the following sections.



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**TRENDS IN STAFF  
& STUDENT  
TRAVEL PATTERNS**

## Trends in Staff Travel Patterns

The 2010 - 2015 travel plan strategy set a target to reduce single occupancy car journeys (staff) from 41.8% in 2010 to 36.8% in 2015. Overall the results suggest that there has been positive progress made, as shown below.

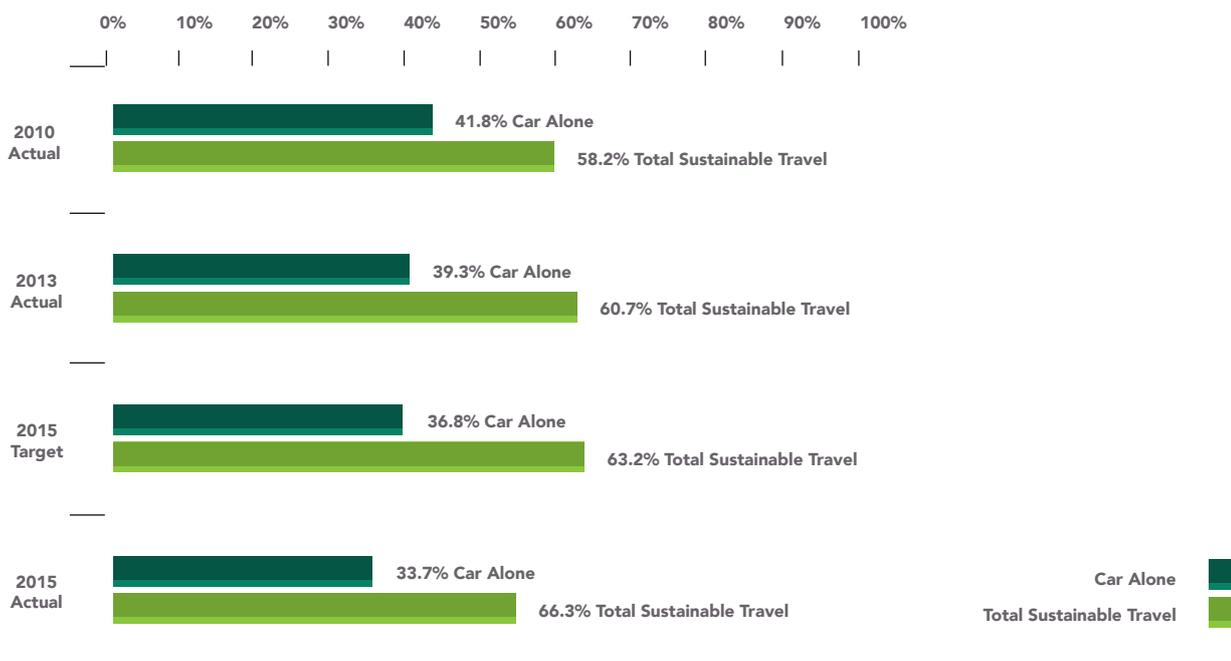
### Mode Share, Staff Commuting to Work - 2010 - 2015

Mode	2010 Actual	2013 Actual	2015 Target	2015 Actual
<b>Car (Alone)</b>	<b>41.8%</b>	<b>39.3%</b>	<b>36.8%</b>	<b>33.7%</b>
Car Share	11.7%	11.1%	–	12.9%
Bus	10.6%	10.1%	–	13.6%
Bicycle	7.1%	6.9%	–	7.8%
Motorcycle/ Scooter	0.5%	0.7%	–	0.5%
Taxi	0.1%	0.3%	–	0.4%
Train	12.8%	13.6%	–	15.6%
Walk	15.1%	16.9%	–	15.5%
Other	0.3%	1.1%	–	0.0%
Total	100.0	100.0	–	100.0
<b>Total Sustainable Travel</b>	<b>58.2%</b>	<b>60.7%</b>	<b>63.2%</b>	<b>66.3%</b>

Indeed, the results suggest that the **target reduction** in single occupancy car mode share has been **surpassed** - staff mode share by car alone has fallen to **33.7%**. With regards to specific modes:

<p><b>Walking</b> ↑</p> <p><b>0.4%</b></p> <p>The percentage of staff that walk to the University has increased by 0.4%.</p>	<p><b>Cycling</b> ↑</p> <p><b>0.7%</b></p> <p>The percentage of staff cycling to the University has increased by 0.7%.</p>
<p><b>Public Transport</b> ↑</p> <p><b>5.8%</b></p> <p>The percentage of staff travelling to work by bus or rail has increased by 5.8%.</p>	<p><b>Car Share</b> ↑</p> <p><b>1.2%</b></p> <p>Car sharing has increased by 1.2% as a proportion of staff trips to work.</p>

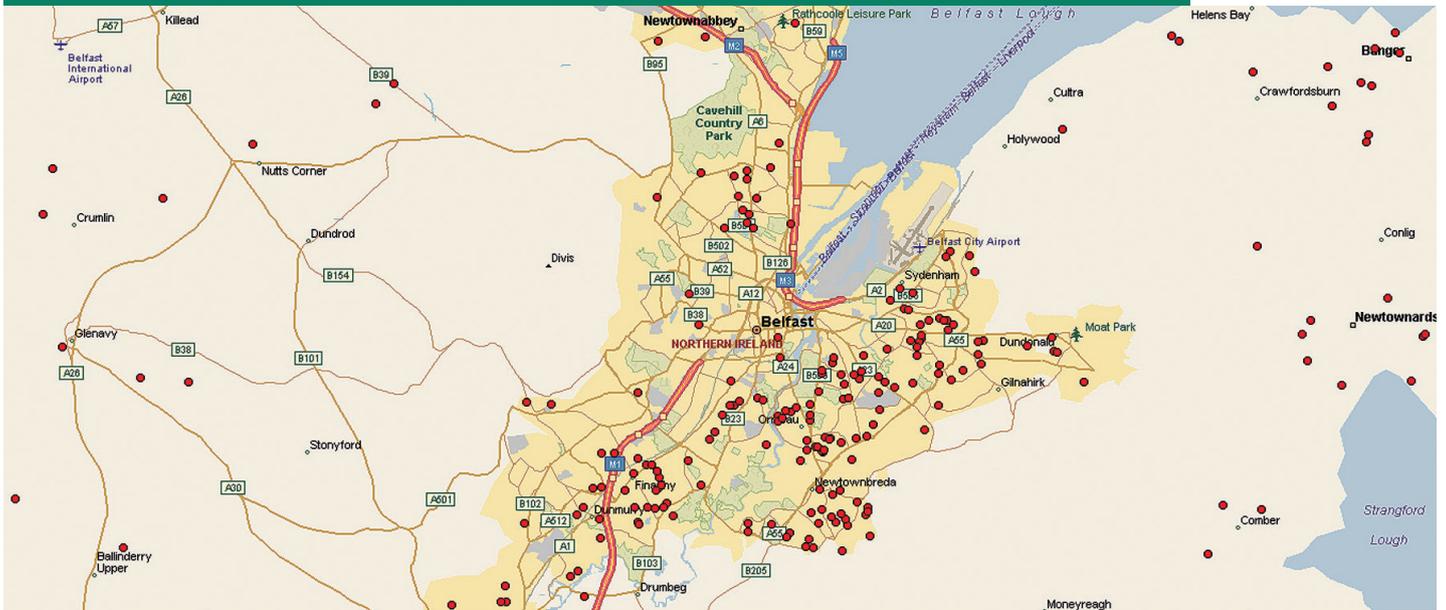
**Staff Mode Share Trends 2010 - 2015**



## Staff Postcode Mapping

Postcode mapping has been used to identify where those that commute by car (alone) travel from; this information enables us to target our Travel Plan measures and marketing strategy accordingly.

The map opposite shows the geographical dispersal of car drivers, as single occupants, and illustrates that whilst many travel quite considerable distances there are also **a large group of staff that drive to the University**, who live within only a few miles of the campus. The shaded yellow shaded area shows the city centre and its environs, and is also reflective of the extent of the Metro network. Whilst there are clearly other factors at play when making a decision about how to travel, the data gathered from the survey suggests that there is potential to encourage a shift away from travelling by car amongst those that live locally.

**Map 1 - Home Location of Staff Travelling to University by Car Alone, 2015 (Belfast Area)**

### Did you know...

If half of UK motorists received a lift one day a week, pollution would be reduced by 10% and traffic jams by 20%.

## Student Travel Patterns

The results of the 2015 travel surveys suggest that the proportion of students travelling by sustainable modes has risen from 78.9% in 2010 to 81.3% in 2013 and to 83.6% in 2015, reflecting an overall drop in single occupancy car mode share from 21.1% to 16.4% (-4.7%). Again, this indicates how successful the travel plan has been to date in encouraging students to use sustainable travel modes. The table below shows the progress made against the targets set in 2010.

### Mode Share, Students Commuting to University - 2010 - 2015

Mode	2010 Actual	2013 Actual	2015 Target	2015 Actual
<b>Car (Alone)</b>	<b>21.1%</b>	<b>18.7%</b>	<b>16.4%</b>	<b>16.4%</b>
Car Share	6.3%	4.0%	–	6.6%
Bus	15.6%	10.3%	–	12.5%
Bicycle	3.1%	2.7%	–	2.7%
Motorcycle/ Scooter	0.4%	0.3%	–	0.0%
Taxi	0.9%	0.3%	–	0.4%
Train	10.9%	9.3%	–	11.8%
Walk	41.7%	54.0%	–	49.6%
Other	0.0%	0.4%	–	0.0%
Total	100.0	100.0	–	100.0
<b>Total Sustainable Travel</b>	<b>78.9%</b>	<b>81.3%</b>	<b>83.6%</b>	<b>83.6%</b>

The results indicate that the **target reduction** in single occupancy car trips has been **achieved**. With regards to specific modes:

Walking   
**7.9%**

The percentage of students that walk to the University has increased by 7.9%.

Cycling   
**0.4%**

The percentage of students cycling to the University has reduced by 0.4%.

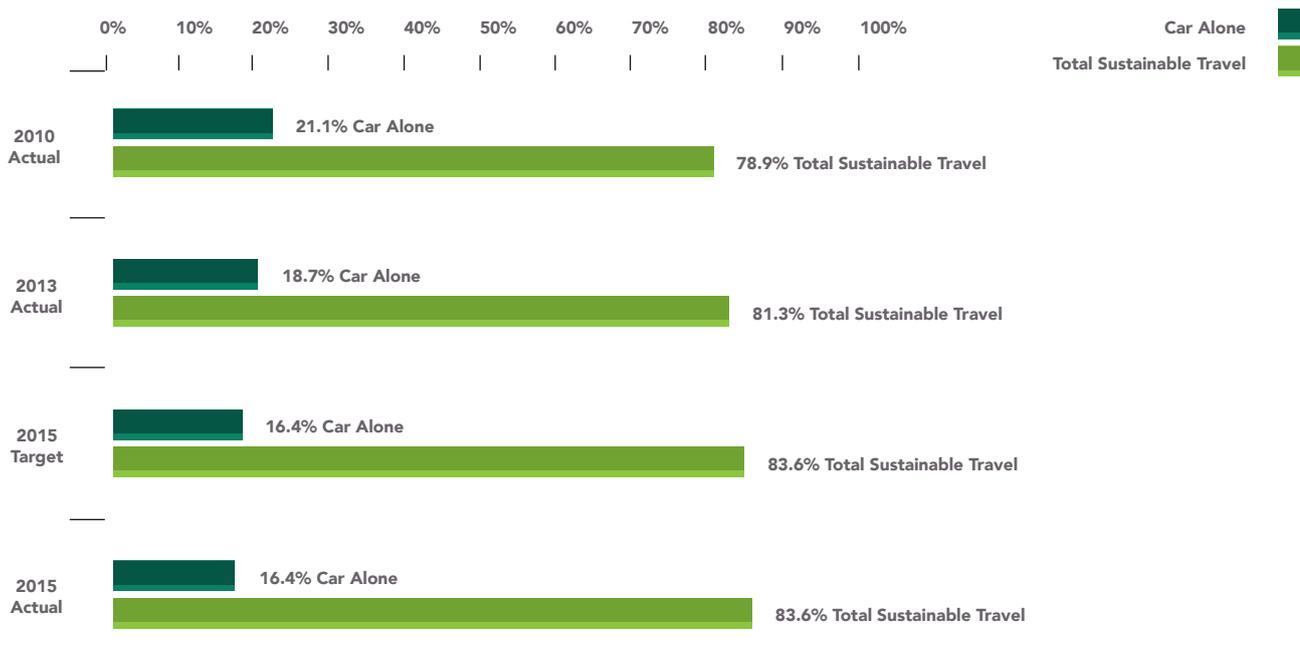
Public Transport   
**2.2%**

The percentage of students travelling to work by bus or rail has reduced by 2.2%.

Car Share   
**0.3%**

Car sharing has increased by 0.3% as a proportion of student trips to the University.

Student Mode Share Trends 2010 - 2015



## Student Postcode Mapping

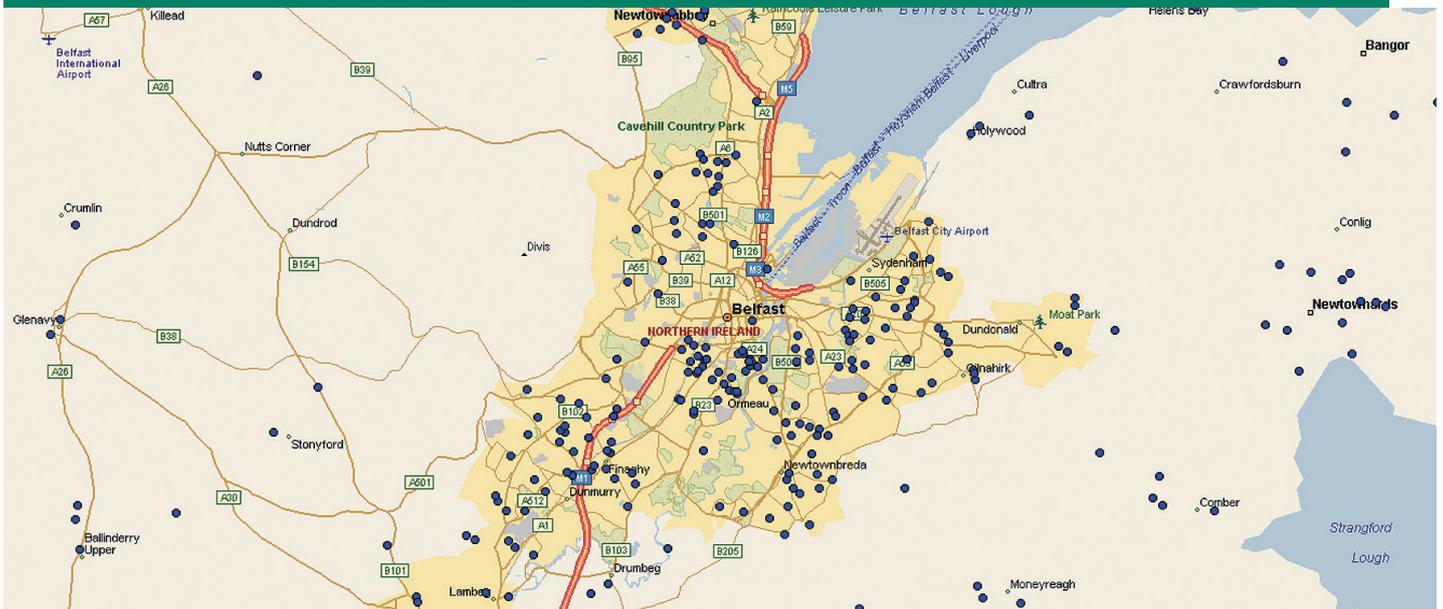
Again, postcode mapping has been undertaken - the map opposite illustrates the home postcodes of students that suggested that they travel to University by car alone. This illustrates that while we have students travelling considerable distance, we also have many living locally that choose to travel by car.

Those that live in student accommodation typically walk to University (86%), with only 1% travelling by car alone and a further 3% travelling as car sharers. Tellingly, those that live with their parents are much more likely to travel by car (28% as single occupants and 11% as sharers), whilst train and bus also become much more popular amongst this group (29% and 28% of respondents respectively).

Where students live has a significant impact on whether they own / have regular access to a car whilst at University - those that live at home with their parents are nearly 4 times as likely to have regular car access, than those living in student accommodation - this is clearly borne out in the mode share results. However, the University is committed to increasing the capacity of student accommodation and this has the potential to reduce the number of students travelling by car on a regular basis.

The 2015 - 2020 travel plan will pay due regard to these findings, ensuring that the marketing of specific travel plan measures is undertaken in a manner, which recognises that a large proportion of students live outwith reasonable walking and cycling distance of the University and, thus, may have more limited travel options available.

Map 2 - Home Location of Students Travelling to University by Car Alone, 2015 (Belfast Area)



### Did you know...

Of the students that live in student accommodation most typically walk to the University (86%), with only 1% travelling by car alone and a further 3% travelling as car sharers.



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# OBJECTIVES & TARGETS 2015 - 2020

Academy  
D...  
Mach...  
Beg...  
Gear...  
C...  
B...

## Objectives & Targets

The aim of the 2010 travel plan (and indeed its predecessor from 2005) was to:

Reduce the impact of University related traffic on the environment and the local community by encouraging staff, students and visitors to the University to travel by sustainable transport modes, achieving this through an improvement in the choice and availability of other sustainable alternatives.

### 2020 Car Driver Targets

	2005 Baseline	2010 Surveyed	2015 Surveyed	2020 Target
Staff Car Driver Alone	44.5%	41.8%	33.7%	30.7%
Student Car Driver Alone	13.6%	21.1%	16.4%	13.4%

The current travel plan retains this aim, along with the overarching objectives identified in the 2010 plan:

- 
- Promote and encourage the use of sustainable transport, through the better provision and targeted marketing of relevant travel information;

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  - Disseminate public transport information to staff and students (in partnership with Translink) and provide transport information points around the University;

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  - Encourage car sharing through the promotion of the staff and student car sharing database, along with incentives that re-enforce this;

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  - Encourage walking through improved and better maintained footpaths in and around the University campus and through the provision of locker and shower facilities for pedestrians;

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  - Making cycling more accessible to staff and students through improved provision of cycle parking, showers, lockers, bicycle user groups and affordable cycling options;

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  - Work in partnership with other stakeholders, to improve and develop transport initiatives; and

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  - Work in partnership with the Students' Union, statutory agencies and the local community to manage car parking demand within the campus and in the local vicinity.

In addition, a further objective has been identified, reflecting the feedback from the 2015 travel surveys:

- 
- To encourage the personal safety of our staff and students (and their belongings) whilst undertaking trips by sustainable modes by raising awareness and providing appropriate security measures.

In order to assess how successful we are in achieving our objectives, targets have been set for the five year period to 2020:

- 
- A reduction in the number of staff travelling to the University by way of single-occupancy car from 33.7% to 30.7%.

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  - A reduction in the number of students travelling to the University by way of single-occupancy car from 16.4% to 13.4%.

The table opposite outlines the targeted modal split for single-occupancy car journeys by 2020, based on the actual figures shown in the 2010 and 2015 surveys. A range of sustainable travel initiatives have been identified to support the achievement of the Travel Plan objectives and targets, and these are discussed in the following section.





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# TRAVEL PLAN MEASURES

## Travel Plan Measures

In order to achieve the aims, objectives and targets of the 2015 - 2020 strategy, a package of travel plan measures has been identified.

Many of these are already in place and will receive ongoing support. Others are reflective of the outcomes of the latest travel surveys and the subsequent review of the effectiveness of measures to date.

## Information / Marketing

We currently have in place, a range of resources that assist us to raise awareness and promote the travel plan measures, these include:

- 
- A campus map detailing locations of key facilities for pedestrians, cycling and public transport users;
  - Online travel information including the benefits of sustainable travel, a journey planning tool and details of specific University initiatives; and
  - Promotion of Park and Ride / Park and Share facilities that service Belfast.

In addition, the 2015 - 2020 travel plan will see the following implemented:

- 
- A guide providing students with information on how to get to Elms Village at the start of term in partnership with Translink;
  - A suite of travel guides for each of the campus / site locations, showing walking and cycling routes and public transport accessibility to / from the main campus and Elms Village;
  - Offer staff and students the opportunity to avail of personalised journey plans;
  - Install travel information points around the University - these would be used to convey walking, cycling, public transport and sustainable car use information; and
  - Carry out a survey aimed at gaining feedback on the University's current online travel information, with a view to determining how this might be improved.



## Walking & Cycling

23.3% of staff and 52.3% of students currently walk or cycle to University. Measures already in place to encourage these active travel modes include:

- Promotion of safe cycling, including sales of discounted locks from Security;
- Promotion of Cycle+ salary sacrifice scheme for staff (offering tax-free cycle purchase);
- Promotion of the re-cycled bikes for students initiative in partnership with East Belfast Mission; and
- Ongoing delivery of walking and cycling events throughout the academic year, tying into national events where appropriate.

To supplement the above, the following actions will be taken forwards as part of the 2015 - 2020 travel plan:

- Review of cycle storage provision, security and usage with a view to determining where additional facilities / enhancements might be appropriate;
- In liaison with the University Wellbeing Team and the Centre for Public Health to promote the benefits of walking and cycling, e.g. a pedometer challenge;
- Introduce cycle 'fix it' tool stations at key locations - enabling cyclists to make minor repairs (e.g. punctures) free of charge;
- Prepare an up to date map of cycle parking, showers and changing facilities that can be used by pedestrians and cyclists;
- Implement a high profile marketing campaign surrounding pedestrian and cycle safety - including a series of personal safety sessions, provision of free personal alarms and high visibility vests; and
- Promote the Belfast Bike Hire scheme to staff and students with support from the City Council.



## Public Transport

Currently public transport accounts for 29.2% of staff trips and 24.3% of student trips to the University - public transport has seen the greatest increase of all modes over the course of the 2010 - 2015 travel plan. Measures in place currently that will continue to be supported include:

- The staff travel to work loan scheme for public transport tickets, up to the value of £2,000 per annum for an annual travel ticket;
- Provision of timetable information and an online journey planner on the University's web pages;
- Ticket purchasing through dedicated facilities within the Student Union and Elms Village; and
- Introduction of the 'Travel+' bus salary sacrifice initiative for staff.

The following will also be introduced as part of the 2015 - 2020 travel plan:

- Prepare a ticketing guide for staff and students that explains the different options available in association with Translink;
- Provide real time information for stops / stations local to the University (bus and rail) on the University's travel web pages, enabling staff and students to more effectively plan their journey; and
- Enhance the profile of Park and Ride / Park and Share and the ways in which staff can benefit through using Travel+



# 600

The University currently provides nearly 600 cycle parking spaces on campus.



# £2000

The University currently offers staff a loan of up to £2,000 for an annual travel ticket

## Sustainable Car Use

The 2015 travel survey results suggest that 12.9% of staff and 6.6% of students currently car share to the University. Encouragingly 56% of staff and 75% of students that currently travel by car alone would consider car sharing. There are currently 145 staff and students registered on the Queen's University Belfast car share scheme.

The following will be implemented as part of the 2010 - 2020 travel plan to further promote and encourage car sharing:

- Hold 'matching events', aimed at introducing people to other potential car sharers (in partnership with Travelwise NI, as appropriate);
- Prepare postcode maps to demonstrate the ease with which car share partnerships could be made (on a geographical basis);
- Provide priority parking spaces for staff car sharers on campus as an incentive to car share;
- Carry out a high profile marketing campaign (posters, tent cards, use of online resources), regarding the benefits of car sharing;
- Hold an eco-driving event / promotion, aimed at encouraging those that drive alone to consider how they might lessen their impact on the environment and save money; and
- Install electric vehicle charging points.

### Did you know...

By following tips on eco-driving, a typical car driver can save up to **£220 per year.**

## Car Parking

The University currently has a permit management system in place for car parking; staff parking permits are allocated on a first come, first served basis, with a waiting list where demand exceeds provision. In 2011 car parking permit charges were revised to reflect vehicle emissions. Students (with the exception of those at Elms Village, RVH and ECIT) are not eligible for a permit. A number of initiatives will be taken forward as part of the 2015 - 2020 travel plan:

- 
- Consider/review further increases in car parking charges, to reflect recent increases in public transport charges.

## Business Travel

Along with commuter travel, the University is committed to reducing unnecessary business travel (and ensuring that business trips are undertaken by sustainable modes, where possible). As part of the 2015 - 2020 travel plan the University will:

- 
- Offer all staff that regularly travel for business the opportunity to take up training on tele / video-conferencing facilities;
  - Promote the Belfast Bikes hire scheme for local trips around the city for business; and
  - Continue to refine the monitoring mechanisms for business travel - ensuring that we have a handle on the impact of our staff travelling for business.



## Monitoring Progress

An integral part of the travel plan programme is the monitoring process, which seeks to capture data on travel habits and, importantly, overall modal split (proportion of staff and students that travel by each mode of transport).

It also offers the opportunity for staff and students to feedback on any travel-related issues that might offer a focus for the University's travel plan strategy moving forwards.

## The key actions in respect of monitoring the 2015 - 2020 travel plan are:

- A biennial staff and student travel survey will be carried out (in 2017 and 2019) as a means to monitor progress towards the 2020 mode split targets. This will follow the methodology and timing adopted for the 2015 survey, enabling comparisons to be made over time;
- On an annual basis undertake a review of progress against the actions within the Continual Improvement Plan - this information will be presented to the University Operating Board biennially in May; and
- Following the final review of the 2015 - 2020 travel plan in early 2020, the University will look to begin preparation of its 2020 - 2025 travel plan strategy.

**A summary of the monitoring programme can be seen below.**

Monitoring Action	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Launch of 2015 Travel Plan	Sept				
Continual Improvement Plan Phase 2		Sept			
Staff and Student Interim Survey			Feb		
Continual Improvement Plan Phase 3			Sept		
Continual Improvement Plan Phase 4				Sept	
Continual Improvement Plan Phase 5					Sept
Full Staff and Student Survey					Feb
Review of 2015 Travel Plan	May	May	May	May	May

## Continual Improvement Programme Year 1 (2015 - 2016)

### 1.0 Information & Marketing

Ref. Number	Initiative	Timescale	Responsibility	Marketing Actions / Target Group(s)
1.1	Prepare a guide for students with information on how to get to Elms Village from their home address at the start of term, using various travel options, with a view to encouraging students to think about their travel options before relocating.	August 2016	Estates Student Guidance Centre Communications	- To be sent to all students taking up residence in Elms Village prior to the start of AY 2015/2016 and annually thereafter.
1.2	Prepare a suite of travel guides for each of the key QUB campus / site locations showing walking and cycling routes and public transport accessibility between the sites and the main campus and Elms Village	June 2016	Estates Student Guidance Centre Communications	- To be made available at the travel information points (1.4) and online through the QUB website travel pages. - Electronic copy to be direct mailed to students and staff based on their location of study / work.
1.3	Undertake a personalised journey planning exercise with staff and students	Beginning September 2015 (rolling programme)	Estates Communications	- Offer of a journey plan through widespread marketing - email, posters / tent cards / pull-up banners in key locations, information on QUB travel web pages.
1.4	Travel information points to be installed. Used to convey walking, cycling, public transport and sustainable car use information. Locations and form of points (electronic, paper-based) to be determined.	June 2017	Estates Student Guidance Centre Communications	- Staff and students to be made aware of the information points to coincide with the launch.
1.5	Carry out an online survey aimed at gaining feedback on the University's current online travel information, with a view to determining how this might be improved.	September 2016	Estates Communications	- Invite to take part in survey through email to all staff and students.

## 2.0 Walking & Cycling

Reference Number	Initiative	Timescale	Responsibility	Marketing Actions / Target Group(s)
2.1	Ongoing promotion of safe cycling including sales of discounted locks from Security.	July 2015 (ongoing)	Estates Security	- Poster and email campaign to be targeted amongst existing cyclists and those that reside within cycling distance of campus, including those at Elms Village and elsewhere in Belfast.
2.2	Promotion of Cycle+ salary sacrifice scheme for staff (offering tax-free cycle purchase).	July 2015 (ongoing)	Estates Communications	- Targeted email to staff living within cycling distance of work.
2.3	Continued promotion of re-cycled bikes for students	September 2015 (ongoing)	Estates Communications	- Poster and email campaign, potential for on-site events. - Targeted amongst existing cyclists and those that reside within cycling distance of campus, including those at Elms Village and elsewhere in Belfast.
2.4	Delivery of walking and cycling events throughout the academic year.	October 2015 (ongoing)	Estates Communication	- General campaign covering staff and students.
2.5	Review of cycle storage provision, security and usage with a view to determining where additional facilities / enhancements might be appropriate.	September 2016	Estates	- Promotion of new facilities via poster campaign, QUB travel pages.
2.6	Introduce cycle 'fix it' stations at key locations (including main QUB campus and Elms Village), enabling cyclists to make minor repairs free of charge.	September 2016	Estates	- Targeted promotion to existing cyclists and those living within cycling distance. - Including a 'launch event', incorporating Dr Bike session.
2.7	Prepare an up to date map of cycle parking, showers and changing facilities that can be used by pedestrians and cyclists	January 2017	Estates	- Inclusion of information on QUB travel web pages.
2.8	Implement a high profile marketing campaign surrounding pedestrian and cycle safety, including a series of personal safety sessions, provision of personal alarms and high visibility vest.	October 2016	Estates	- Targeted at those living within walking / cycling distance of QUB. - Series of on-site events and marketing actions, including posters, tent cards, pop-up banners.

### 3.0 Public Transport

Reference Number	Initiative	Timescale	Responsibility	Marketing Actions / Target Group(s)
3.1	Staff travel to work loan scheme (up to £2,000) for annual travel tickets.	July 2015 (ongoing)	Estates	- Email to staff generally.
3.2	Promotion of dedicated ticket purchasing facilities within the Student Union and Elms Village.	September 2015 (ongoing)	Estates	- Raise awareness through QUB website travel pages, inclusion of facilities on travel guide maps. Email 'reminder' to all staff and students regarding ticket purchase locations.
3.3	Promotion of Travel+ bus salary sacrifice initiative for staff.	July 2015 (ongoing)	Estates	- Email to staff generally and more detailed marketing campaign identifying the cost savings.
3.4	Prepare a ticketing guide for staff and students that explains the different options available	October 2016	Estates Translink	- Ticketing guide to be available from the Travel Information Points (1.4), ticket sales points and electronically via the QUB website travel pages.
3.5	Provide real time information for stops / stations local to the University (bus and rail) on the University's travel web pages, enabling staff and students to more effectively plan their journey.	September 2018	Estates Translink	- General email to staff and students making them aware of the facility when launched.
3.6	Work with public transport providers to identify ways in which to engage with prospective students prior to them starting at QUB.	September 2016	Estates Translink	-
3.7	Enhance the profile of Park and Ride / Park and Share and the ways in which staff can benefit through using Travel+	August 2016	Estates Translink	- General email to staff and students making them aware of the opportunities available.

## 4.0 Sustainable Car Use

Reference Number	Initiative	Timescale	Responsibility	Marketing Actions / Target Group(s)
4.1	Hold 'matching' events aimed at introducing people to other potential car sharers	March 2018	Estates	- Poster campaign and invite to 'events' emailed to staff and students.
4.2	Prepare postcode maps to demonstrate the ease with which car share partnerships could be made on a geographical basis	February 2018	Estates	- Maps to be used at events and provided on the QUB website travel pages. Focus on staff through direct mail.
4.3	Provide priority parking spaces for staff car sharers	June 2018	Estates	- Promote launch of car share spaces with high profile marketing activity, e.g. involving local press, holding a competition or offering prizes.
4.4	Carry out a high profile marketing campaign regarding the benefits of car sharing	To coincide with launch of car share bays	Estates	- Poster campaign, tent cards, pull-up banners focusing on cost savings and environmental benefits.
4.5	Hold an eco-driving event / promotion, aimed at encouraging those that drive alone to consider how they might lessen their impact on the environment and save money	June 2018	Estates	- Event to be held. Targeted email invite to those that currently drive to QUB.
4.6	Install electric vehicle charging points within the main site, Fitzwilliam Street and Riddel Hall car parks.	July 2015	Estates	- Promotion of charging points through general email and via QUB travel web pages.

## 5.0 Car Parking

Reference Number	Initiative	Timescale	Responsibility	Marketing Actions / Target Group(s)
5.1	Consider / review further increases in car parking charges, to reflect recent increases in public transport costs	June 2016	Human Resources Finance	-

## 6.0 Business Travel

6.1	Offer all staff that regularly travel for business the opportunity to use tele/video - conferencing facilities.	September 2015	Estates Information Services	- Promotion to staff via targeted email.
6.2	Promote the Belfast Bikes hire scheme for local trips around the city for business	August 2015	Estates	- Promotion to staff via targeted email.
6.3	Continue to refine the monitoring mechanisms for business travel	July 2015 (ongoing)	Estates Finance	- Liaise with Finance





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