



The University of East Anglia Transport Policy - 2010



Contents

Section	Page No.
Executive summary	
1. The Transport Policy 2010: Background & Context	1
2. Current Arrangements	2
3. Special Note: Student Arrangements	5
4. Moving Forward: Transport Policy Beyond 2010, Car Parking Management Options	6
5 - 9 Supporting Actions: Travel by car including Car Parking Arrangements	6
10. Supporting Actions: Public transport	19
11. Supporting Actions: Cycling Initiatives	20
12. Supporting Actions: Car Sharing	21
13. Supporting Actions: Business Travel	23
14. Financial Information	23
15. Consultation & Timescale	24
16. Conclusions and Recommendations	24

Executive Summary

The University regularly reviews and updates its Travel Plan to ensure it meets the challenges of an ever changing environment. The 2010 Travel Plan update entitled "Transport Policy 2010" is driven by the identified reduction in parking effective from 2012 when planning consent for use of the Triangular site as a student car park expires. At this time the number of parking spaces across the University site will fall from the current estimated 2200 (temporary and permanent) to 1552 permanent space (120 spaces at Blackdale School are classified as temporary and are not considered in this report). The Travel Plan update also coincides with and supports the adoption of the Environmental Management Policy; providing the University with an important tool in reducing emissions and meeting its carbon reduction targets. Finally HEFCE have been clear that all Universities must significantly reduce their carbon footprint; UEA has responded to this by developing a Carbon Reduction Plan which will deliver reductions across key areas including travel & transport a major contributor to our carbon footprint.

Transport Policy 2010 introduces new initiatives, actions and policies across the full range of transport modes. These include a new peak time express bus service from the city centre providing a limited stop service with a journey time of less than 20 minutes to campus for those who arrive by train or bus at city interchanges. The express service will also create an opportunity to directly connect to some 13 bus services from outside Norwich a point at Eaton. The interchange will also service local residents in Eaton and via a stop at the junction of Bluebell Rd/Norvic Drive those living in the local area thereby bringing additional benefits to the local community. There are also plans for extensive new cycle parking at a cost of approximately £130,000, improved support for cyclists and the potential to develop a loan bike scheme in partnership with Norfolk County Council. Further promotion of car sharing will seek to increase the number of those who share with a range of "rewards" available to those who share on less regular or ad-hoc basis. The main focus of the policy is however the need to agree a plan of action which will deliver solutions to the identified shortage of parking in 2012.

The new Parking Management Strategy appreciates the need for parking to be available for staff, students and visitors but proposes this is achieved through an extension of the current policy to provide student parking off campus; in this case at Costessey Park & Ride. It is acknowledged that Costessey Park & Ride may be less convenient for those travelling from the North & East of the County and from the suburbs surrounding Norwich city centre. For this group and others it may be easier to use bus services or park & ride sites other than Costessey and travel into the City changing onto UEA bound bus services hence the importance of Express Service. Partnerships with all operators and the passenger transport authority will help to ensure affordable and reliable travel.

The Park & Ride would also be available to unsolicited/unscheduled visitors who wished to visit the University for more than 2 hours. Long stay visitor parking accounts for the use of approximately ¼ of all parking bays every day during term time and therefore it is proposed that this option is removed. Those who wish to visit and pay to park for 2 hours or less will be accommodated in the Central Car Park and Blackdale School only during term time; the Main Car Park will only be available outside of peak hours and the strictly no overnight parking except by agreement of the University will be strictly enforced with fines for those who ignore the regulation. Those invited to the University and whose hosts provide a parking permit will continue to benefit from parking on the Boilerhouse Roof and other areas as agreed by the Access & Security Team should this area be full.

Proposed Key Parking Policy Changes:

- Student parking to be relocated to Costessey Park & Ride
- Long stay parking for unscheduled visitors will be provided via park & ride services
- New members of staff subject to an extended exclusion zone
- Contractor parking to be negotiated project by project

Key Proposed Actions:

- Car park charges for UEA permit holders to rise
- Introduction of small charge for overflow area
- If supply is greater than demand, unused bays to be offered to students
- Use of number plate recognition software to be explored
- On-line parking permit application for visitors and staff to be developed
- Improved enforcement action necessary to avoid unauthorized parking

In order to fund the proposals set out in the Policy car park charges will need to rise. Additional income will be used to fund provision of park & ride, additional bus services, resurfacing of the car park and there will be an increased contribution to the day-to-day management of traffic and transport including areas such as maintenance, CCTV, security, IT support etc. Furthermore the University is obligated by HEFCE to set carbon reduction targets, indicate how these will be achieved along with the cost of meeting the targets; the Carbon Reduction Plan (CRP) recently agreed by the Executive Team meets this obligation. The University is required to fund delivery of the CRP from its budgets; no additional funding is provided from HEFCE. Currently revenue from car park charges is ring fenced for the delivery of the Travel Plan and other associated traffic management costs. As transport, and in particular commuter journeys, are a major generator of emissions any residual revenue will in future be used to aid delivery of the CRP.

It is proposed that car park charges are reviewed on an annual basis with any change decided annually in May of each year for implementation at the start of the academic year. Table 1 provides indicative costs for some of the proposals, whilst table 2 shows the cost of parking for UEA car park permit scheme holders.

Table 1

<i>Item description</i>	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>
Park & Ride Service			150,000
Public Transport (Express, Service 30)	66,500	33,250	
Cycle Initiatives	37,500	65,000	60,000
Administration including staff costs	140,000	142,000	145,000
MCP Repairs (repayment to CIF)	80,000	85,000	80,000
Marketing	20,000	22,000	30,000
Traffic Management Direct Expenses	45,000	46,350	47,745
	389,000	401,600	492,745

Table 2

	Salary Band			Student/ External
	A	B	C	
Current	0.50	1.00	1.50	1.00
2010/11	0.85	1.75	2.50	1.75
2011/12	1.20	2.50	3.50	2.50
2012/13	1.50	3.00	4.50	3.00

Car park charges for visitors will also rise from the current £1.00 per hour to £3.00 for 2 hours during peak period hours and from £1.00 flat fee to £2.00 flat fee at all other times. Although charges will rise the reduced availability suggests that income will remain static. This change will be effective from September 2012.

Hosts will continue to be able to pay the parking fees of their visitors and an on-line booking system along with hourly charges will be investigated and evaluated as part of the new policy delivery process.

A small charge of 50p for use of the overflow area, triangular site is also proposed from 2010/11 to pump prime the express bus service which aims to be fully self supporting before 2012. Table 3 shows the estimated income from car parking:

Table 3:

Item	Academic Year			
	2009/10	2010/11	2011/12	2012/13
Permit Holder Revenue	130000	176000	240000	390000
Overflow car Park Income	0	22500	22500	0
Park & Ride Income	0	0	0	30000
Visitor revenue	178000	178000	178000	178000
Internal Organisations	45000	45000	45000	62500
Total	353000	421500	485500	660500

If the University is to agree the proposals then ratification of the new policy must be achieved by May 2010; this timescale is driven by Norfolk County Council (NCC) who own & operate Costessey Park & Ride. NCC will determine the long time use of the site at this time and should the University not declare a requirement for park & ride services the opportunity may be lost. Furthermore repairs to the Main Car Park can only take place whilst alternative parking is available; i.e. before the loss of the overflow area.

The structure for delivery of the Carbon Management Plan requires a number of groups to be developed to oversee particular areas such as bio-diversity. It is proposed that as part of this structure a Travel Plan Development Group is established whose role would be to generate ideas, evaluate potential projects, initiatives and actions and ensure on-going development of the Travel Plan. The Group will feedback to the University's Executive Team as necessary.

Proposals for changes to the parking policy are supported by a range of measures and actions which offer choice to those who wish to move from the car to other modes of transport. Furthermore analysis of journey origin data for those using the Temporary Car Park, Colney Lane suggests the park & ride option would be less convenient for those currently living in areas close to the city centre but not deemed to be an exclusion zone; these drivers are expected to seek the use of public transport therefore there is an urgent need to improve services ahead of any significant policy change. Measures and actions include:

- *Introduction of deduction by instalment from salary to enable lower paid staff in particular to benefit from public transport season ticket deals.*
- *Introduction of season tickets for operators other than First Bus*
- *New peak time bus services tailored to meet the needs of the University community*

- *express city – UEA bus service*
 - *creation of Eaton Interchange*
- *Real time information bus information system*
- *Investment in a range of cycle parking to meet future demand.*
- *Development of a cycle shop to provide maintenance service, equipment as well as other forms of support to cyclists.*
- *Cycle loan scheme*
- *Prize draw scheme to recruit and retain members*
- *Rewards for those who share on an ad hoc basis*
- *Penalties for those who abuse membership of the “smartshare” scheme*
- *Membership of car share database forms part of T&C’s for obtaining a parking permit*

The Travel Plan has been a successful tool through which the University has been able to demonstrate to local authorities positive benefits including a reduction in private car journeys which has in turn supported the growth of the University estate. In the future the Plan will contribute to the wider targets set by the Carbon Reduction Management Plan and allow the University to meet the obligations set by HEFCE. Whilst many areas of the Plan are welcomed by the UEA community who may view actions for promoting cycling, bus usage etc. as benign parking continues to bring forward strong views. This was demonstrated very clearly during the severe weather conditions which exacerbated the poor condition of the car park surface leading to complaints about the cost of parking and use of funds. Going forward therefore the University should prepare for dissent from many of its drivers but this should distract from the task of introducing measures to overcome an identified shortfall of parking in 2012. Without appropriate action the shortfall in parking becomes a risk to the delivery of the University’s core business.

1.0 The University of East Anglia Transport Policy 2010

1.1 Background & Context

- 1.2 The University has sought to deliver an effective and fair transport management strategy by ensuring sustainable travel alternatives have been developed and delivered for individuals removed of their parking entitlement and those who choose not to drive. This has resulted in a significant reduction in the number of people who regularly drive to campus and the creation of new walking and cycling infrastructure along with public transport and car sharing initiatives. Transport Policy 2010 seeks to embrace measures already in place and build on these with new policy and additional actions.
- 1.3 A cornerstone of the Travel Plan has been the car parking strategy which has sought to provide access to parking for those less able to use alternatives and through car park charges raise revenue for the development of alternative modes and contribute towards the on-going cost of traffic management. Whilst the parking strategy has not substantially changed since its introduction, parking remains an emotive issue with any minor matters relating to parking arrangements drawing a negative mailbag. A radical overhaul of the parking strategy is proposed as part of the Transport Policy 2010 and this is very unlikely to attract broad support from all members of the University. However a revised car-parking strategy is necessary at this time to enable the University to address an identified reduction in parking stock prompted by the expiration of the current temporary arrangement for parking at the triangular site in December 2012. South Norfolk Council has been clear that it would not wish to see this site developed as a car park and in line with this position has granted outline planning consent for the development of the site as part of the wider Norwich Research Park Development Brief. At this time the University will have insufficient parking spaces on campus to meet the demand from staff, students and visitors. The University has achieved planning consent for a decked car park but the Executive Team considers this is not a viable option at present given the high cost and the imperative to reduce dependency on the car for commuter journeys. There are no alternative areas in which the University could seek to replace the parking spaces that have been lost to construction or to create additional new spaces at low cost. Due to a number of factors the University has until May 2010 to consider and determine an agreed way forward. Delivery of the strategy will be immediate and on-going with a culmination of efforts focused on 2012 when the triangular site is lost.
- 1.4 Whilst the loss of parking stock may be dictating the timetable for new policy there are additional reasons for seeking to reduce further the demand for on-site parking including:
- University is seeking to become an exemplar low carbon campus and therefore would wish to reduce the impact of traffic on the environment
 - Parking management is an externally imposed requirement; if the University is to be able to continue to grow its activities and estate in the future the University must demonstrate it has an effective parking management strategy in place
 - Parking management provided the impetus for a significant shift to sustainable modes in 2003. Without further changes to current parking conditions, existing car drivers have limited incentives for modal shift and are likely to continue their existing travel behaviour;
 - The introduction of parking charges in 2003 raised revenue for support and expansion of sustainable transport measures; parking management can therefore be a financing mechanism for transport policy delivery.

- The University is obligated by HEFCE to set carbon reduction targets, indicate how these will be achieved along with the cost of meeting the targets; the Carbon Reduction Plan (CRP) recently agreed by the Executive Team meets this obligation. The University is required to fund delivery of the CRP from its budgets; no additional funding is provided from HEFCE. Currently revenue from car park charges is ring fenced for the delivery of the Travel Plan and other associated traffic management costs. As transport, and in particular commuter journeys, are a major generator of emissions any residual revenue will in future be used to aid delivery of the CRP in particular staff costs associated with delivering the Plan.

1.5 Aims of the Transport Policy

1.6 There are five primary aims of the University's transport policy:

- Maximise the limited car parking resources that are available.
- Reduce congestion in and around the University
- Reduce car journeys to the University site.
- Prevent unauthorised use of University car parks.
- Ensure the continuing ability of the University to deliver its core business

2.0 Current Arrangements

2.1 The current parking management strategy was introduced in 2003 and has remained substantially unchanged since its introduction. The strategy combines the use of accessibility zones and car park fees to deter the use of the private car. Revenue from car parking is ring fenced for traffic management; in particular "green" travel measures. Alongside parking management the strategy includes initiatives to promote and encourage use of public transport, cycling, walking and car sharing.

2.2 Car Park Availability

2.3 In October 2009 the number of permanent parking bays fell to an estimated 1500 due to the construction of the International School and the Biomass Wing; this figure included areas such as the Village and Pavilion, Colney Lane. 580 spaces were provided on a temporary basis at an overflow area, rear of IFR and some 150 spaces created at the Blackdale Annexe providing a mix of Pay & Display and staff parking; this area is currently viewed as temporary as it may be lost when the Blackdale site is redeveloped.

2.4 Parking is arranged over a number of permanent areas as follows:

Table 1

Permanent Car Park Areas	Estimated Bays 2009	Available to
Main	730	*Staff & **unscheduled visitors, any time
Visitors (Boiler House)	36	Scheduled visitors
North	57	Staff
Central (Visitors)	50	Visitors
West Car Park	293	Staff
Colney Pavilion	36	Staff & unscheduled visitors at any time
Earlham Hall	60	Staff
The Village	101	Residents/Staff
University Drive East	6	Staff

Norfolk Road	41	Staff
Suffolk Road	28	Staff & Residents
Suffolk Walk	45	Staff & Residents
Suffolk Terrace	19	Residents
Total	1502	

**Staff includes post graduate research students and those students who have demonstrated via the Student Independent Appeals Panel that they require access to on campus parking*

***Unscheduled visitors include student members who for charging purposes are treated as visitors*

Therefore the total approximate number of permanent and temporary parking bays is estimated at 2200.

2.5 UEA Car Park Permit Entitlement

2.6 Group "A" Parking Permit (allows access at any time of the day) are available where the applicant:

- Is not a staff or student member living on campus or within a mile of campus.
- Is not a student who has been resident in UEA accommodation at any time and not demonstrated a need for a parking permit. Students leaving Halls of Residence are expected to secure accommodation from which they can commute by means other than the car.
- Is not a student resident in postcode area NR2

2.7 The above arrangements favour staff and could be seen as a form of "weighting" felt necessary as the student body is much greater in number than staff. It should also be noted that planning guidance provides only 1 parking space to every 15 students as opposed to 1 space per two members of staff and the University are obligated to work within this guidance. Students at the School of Nursing & Midwifery are subject to the same terms & conditions as main campus students.

2.8 Charges for Parking – UEA Parking Permit Holders

2.9 The cost of parking in all UEA car parks other than the overflow, rear of IFR during term time is as follows:

Table 2

	Salary Band			
	A	B	C	Student/ External
Daily	0.50	1.00	1.50	1.00
Annual	75.00	150.00	300.00	150.00

2.10 There is no charge for parking at the overflow car park, rear of IFR and parking for 4 hours or less attracts a 50% reduction.

2.11 Number of Permits Issued and Levels of Use

2.12 Table 3 shows the number of live permits (permit holder had accessed parking on at least one occasion during the monitoring period). Column 2 shows the number of permits issued whilst column 4 shows how many of these permit holders are required to pay for parking. Currently only 347 student permit holders have been provided

through the appeals process with access to onsite parking and are recording parking fees.

Table 3

Permit Holder Type	No. Issued	Permit as %	Chargeable Use	Chargeable Use by%
Student	1937	36%	347	9%
Staff	2721	50%	2679	72%
External	740	14%	710	19%
	5398	100%	3736	100%

- 2.13 Using both electronic and physical monitoring during an average week in February 2010 average daily demand for parking was estimated as follows:

Table 4

Car Park Area	Staff	Students	External	Total
Main, north & west car park	765	150	74	989
Overflow rear of IFR	25	364	69	458
Blackdale	73	-	-	73
Village	21	9	-	30
Total	884	523	143	1550

- 2.14 It is problematic to monitor effectively the use of roadside bays and areas not controlled by electronic means however it is noted that these bays tend to be occupied from 07.00 until lunchtime suggesting use by cleaning and/or catering staff whose shift patterns match these times.
- 2.15 A breakdown by postcode of those students using the overflow car park reveals a significant number travel from central Norwich postcode zones well served by direct bus services but that are not designated as exclusion zones and from market towns/villages where services exist but these may be less direct i.e. set down on Earlham Rd or half hourly services viewed as less convenient than the private car. It is estimated that around 200 students per day travel from areas which present genuine difficulty in accessing alternatives and therefore require car parking.

2.16 Visitors

- 2.17 The University provides parking for unscheduled visitors in the Main Car Park, Blackdale Annexe and in the Central Car Park; scheduled visitors whose hosts have purchased a parking permit are accommodated in the Visitor car Park, Boilerhouse Roof.
- 2.18 The tariff for unscheduled visitors is £1.00 per hour between 06.00 am and 2.00 pm Monday to Friday with a flat fee of £1.00 at all other times. The tariff was set in response to the opening of the overflow car park at the rear of IFR with fees set high enough to deter students from parking during the peak period but affordable at all other times to allow use of the computer suite, catering facilities, Sportspark etc. and for those who would wish to avoid the walk across the playing fields during the darker evenings.

2.19 Contractors

- 2.20 Those working on UEA construction sites have always benefitted from free parking. Initially this was provided in the compound close to the Broad but with its closure in September 2009 vehicles were relocated to the overflow car park. It has been deemed less contentious to provide free parking in line with student arrangements rather than in car parks used by staff & visitors. Approximately 64 contractor vehicles seek to park at the overflow area each day.

3.0 Special Note: Student Parking Provision

- 3.1 The decision to relocate student parking during the peak hours 06.00 – 14.00 Monday to Friday, to an overflow area in 2007 ahead of the construction of the Biomass wing has prompted much debate. Students rather than staff were chosen for a number of reasons but of key concern was the later arrival time for most students. With parking expected to be full by 9.00 am it was anticipated students would be unable to access on site facilities and therefore by default be required to use the overflow area. In relocating the parking to the rear of IFR it was hoped that confusion and frustration would be avoided. Furthermore the University wished to avoid adding traffic to the local network by directing drivers to just one site rather than arriving at UEA only to find they must head out to the overflow.
- 3.2 The Union of UEA students in the Student experience 2009 Report, 3.3 Car Parking: stated “current provision for students is inadequate – and damaging to the student experience” with the statement supported by a number of comments relating to the additional journey time, perceived lack of security and more recently availability of parking. The action point was for “the University to establish a fair system of car parking allocation which is needs based and does not allow unnecessary use. The University should also ensure that student parking provision is accessible and safe”. It should be noted that only negative views were reported; those who felt free parking for students was a “real benefit” and some who were grateful that unlike other Universities UEA still made provision for student parking were not featured. Nor were the views of those including staff members who under current arrangements are not provided with a permit because they live within a mile of the University. Many are not on bus routes and therefore are required to walk or cycle a greater distance than those using the overflow. Walking/cycling routes from the local residential area may also not be subject to good lighting, CCTV and regular Security patrols such as those in place on route to the overflow. Amongst the comments received from both staff and students were a number which suggested users of the overflow “were lucky - a permit & free parking!” Finally, there were some people who felt the University should not have developed a site, even temporarily, for car parking.
- 3.3 From the outset those who felt they had extenuating circumstances which required onsite parking were able to make an application to the Student Appeal Panel. Following the relocation decision the Panel received many requests for onsite parking mainly on the grounds of time/distance (e.g. a 30 minute drive followed by a 15 minute walk) and the need to carry heavy items including books and laptops. By the second year of operation these types of appeal had reduced and in academic year 2009/2010 appeals related only to those with welfare (caring responsibilities) or health need. Of the appeals received the majority are from students of the School of Nursing and Midwifery, which is unsurprising given the demographic of the student body. It might therefore be assumed that the “what you have never had you never miss” with students accepting of the proposed alternative provision and able to manage the need to park off site with other commitments at home.

- 3.4 The reaction to the overflow car park demonstrates very clearly that parking will always bring forward conflicting views making “popular” solutions very difficult to achieve.

4.0 Prior Consultation and Discussion

- 4.1 A Transport Group comprising representatives from across the University was formed in 2007/08 to consider options to manage car parking. A wide range of options were initially presented and eventually just two were felt to have merit; both involved the use of park & ride on a permanent or part time basis. In addition the Union of UEA Students has expressed a wish for an accessibility/needs based option for all permit holders to be considered.

5.0 Moving Forward: Car Parking Management Beyond 2010

- 5.1 The loss of the temporary spaces on the triangular site in 2012 has prompted a timely review of car parking management including what additional actions required to support travel behaviour change. Whilst planning consent is in place for a decked car park building our way out of the situation would provide a short term solution but in the longer term the University must seek to manage down demand and/or find an alternative means of accommodating the parking of private vehicles. Developing a policy to achieve this is difficult; parking is a complex and often emotive issue however the University has a strong interest in securing arrangements which ensure its core business is delivered. In doing so it may need to consider unpalatable actions including regular use of offsite parking making it possible for its employees to do their jobs by providing sufficient on-site parking whilst others are accommodated in offsite car parks or only issuing permits to those who can demonstrate clear need for use of a car and the need to park on site.
- 5.2 Table 5 below demonstrates the anticipated levels of permanent parking bays available following completion of major construction works. Earlham Hall numbers are not present as this site is to be redeveloped and for similar reasons Blackdale Annexe is also omitted.

Table 5

Permanent Car Park Areas	Estimated Bays 2012
Main	800
Visitors (Boiler House)	36
North	57
Central (Visitors)	50
West Car Park	293
Colney Pavilion	36
The Village	101
University Drive East	6
Norfolk Road	41
Suffolk Road	28
Suffolk Walk	45
Suffolk Terrace	19
Total	1512

- 5.3 2009/10 permit holder data shows some 1550 staff, students and authorised external employees use campus car parks including some 450 spaces at the overflow car park.
- 5.4 In addition to UEA car park permit holders up to 400 visitors per “working” day seeks parking. Around a ¼ of these are invited guests attending events, conferences or meetings the remaining ¾ are unsolicited. Unsolicited includes permit & non-permit holders who chose to pay-to-park rather than, in the case of students, the overflow car park, visitors to the banks and other shops, dog walkers, sales representatives and visitors who are invited but where the School or Department has chosen not to supply a parking permit. Visitors also include contractors and sub-contractors working on various construction or refurbishment projects. This group in excess of 60 vehicles are currently accommodated at the overflow car park. Therefore the number of unsolicited visitors including those parked at the overflow could not be accommodated levels of visitor traffic experienced on a daily basis.
- 5.5 The loss of the 500+ overflow car park suggests the University must either replace these spaces at an alternative location or reduce demand by a similar amount. However depending on the action taken it may not be necessary to provide a like-for-like solution and actions will need to consider arrangements for all those who seek to use UEA parking not just permit holders. It should also be noted that:
- Restrictions would exist during peak hours i.e.: 06.00 – 16.00 Monday to Friday, term time only; outside of this period the parking would/could be available to all permit holders and other groups.
 - This is a packaged approach with a range of initiatives adopted in order for the overall aims to be achieved.
 - Delivery details are not provided as these have in the past proved to be a distraction; any new arrangements would be easy to understand, cost effective to deliver and end user friendly
- 5.6 The structure for delivery of the Carbon management Plan requires a number of groups to be developed to oversee particular areas such as bio-diversity. It is proposed that as part of this structure a Travel Plan Development Group is established whose role would be to generate ideas, evaluate potential projects, initiatives and actions and ensure on-going development of the Travel Plan. The Group will feedback to the University’s Executive Team as necessary.
- 6.0 Car Parking Options for University members; Staff, Students and Those with Close Relationship to the University (others)**
- 6.1 The transport group considered the following options in 2008:**
- 6.2 Accessibility Zones: Needs Based Permit Allocation**
- 6.3 This type of scheme is based on the premise that those who live closest should be made to walk, cycle or use a bus to commute to and from UEA leaving the car parks available to those who travel furthest. Those who live closest will feel it is unfair that they should alone carry the burden of reducing emissions, addressing congestion etc. and should not be penalised for seeking an urban rather than rural address. A ‘needs’ based permit system was considered as a means of allocating parking permits according to identified “need” criteria in 2002 which saw the introduction of two accessibility zones described in section 2.5. Reviews in 2005 and 2008 revisited the extension of accessibility zones to staff and/or to extend the zones themselves however for a number of reasons this approach was not adopted. The Union of

UEA Students in the “UEA Student Experience 2009” report gives support to extending the current accessibility zone to include staff members. If this were to happen some 280 staff would be included within the zone however it is unclear how many of these individuals regularly drive (permits ownership does not always equal use) and how many would be exempt from exclusion on the grounds of welfare need.

6.4 The system is operated using a database which holds information on the permit applicant’s personal circumstances and weightings are applied to allow prioritisation. The system restricts the number of staff/students who are entitled to apply for parking permits by excluding those who have good alternative forms of transport – defined as those who live within the “accessibility zone”. An ‘accessibility zone’ may be defined as the area around the site, within which there are good options available to access the site by frequent public transport services or by a reasonable walking distance, i.e.:

- Home address is within 2 kms (1.2 miles) of the site, which is a reasonable walking distance taking up to 30 minutes; this would push the current exclusion zone boundaries out to include parts of Eaton to the east, Three Score, Bowthorpe to the west and additional streets towards central Norwich or
- Home address is within approximately 400m of a frequent bus service (operating at least every 20 minutes between the hours of 07.30 – 09.30 and 16.30 – 18.30 direct to the site or to within approximately 500m of the main entrance, with scheduled journey time not to exceed 30 minutes. This would cover the vast majority of central Norwich.

6.5 A Needs Based Permit system enables the University to prioritise parking permit applicants by taking into account accessibility by sustainable modes as well as taking account of some or all the following personal requirement disability/medical condition, requiring confirmation by Occupational Health (Orange/European blue badge holders would automatically be given a parking permit); and/or evidenced childcare/other caring responsibilities, which in relation to working hours prevent the staff member from using a mode other than car for the journey to work. This would count as a low priority for permit allocations and strict definitions of eligibility would need to be written to prevent abuse. Also to be considered are shift workers, who work shifts regularly with official start/finish times before 07.00 and after 19.00 hours. Inclusion of additional criteria as well as the assignment of weightings can be used to refine the permit allocation system and an example application form is shown below:

6.6 Example: Points Allocation System Application Form

	CRITERIA FOR ASSESSMENT		No. of Points
A	Hours of work (contractual)/study		
	Staff <i>I am contractually required to work after 6.00pm but finish before 8.00pm</i>	Permanently <i>Every day</i>	6
		Regularly <i>Minimum of twice a per week</i>	4
		Occasionally <i>Once a week or less</i>	2
	Student <i>I am required to attend lectures after 6.00 pm but finish before 8.00 pm</i>		0

B	Distance travelled <i>Single journey</i>	25+ miles	6
		15+ miles	5
		10+ miles	4
		2+ miles	2
C	Public Transport alternatives <i>(Bus, train, etc)</i> Note: walking to/from the bus stop or train station does not constitute a change.	More than one change of public transport	4
		One change of public transport	2
		No changes	0
D	Social Need <i>Car required for dependent carer responsibilities</i>		6
E	Medical Condition		6
F	Disability		6
G	Car Share (three time or more each week)		6

6.7 The disadvantages of this type of scheme are:

- it is administratively difficult to deliver; checks on home addresses are required and these must be cross referenced with the relevant walking or bus isochrones and a change of address or circumstance will trigger the need for a new application creating additional workload
- There is evidence under the current scheme of permits being obtained using false addresses etc. A much wider application of testing would exacerbate the problem.
- Staff scheme members will be less likely to be excluded as :
 - It is likely that many will be able to successfully appeal due to caring responsibilities; evidence of this can be found at the School of Nursing and Midwifery where the demographic shows many students are females with caring responsibilities; generally for younger children. To enable this group to be punctual for lectures the Appeals Panel will, (where evidence exists), provide the student with access to car parks rather than insist on use of the park & ride service.
 - Whilst the diversity of the student population is recognised many staff members may be older and less able to walk or cycle 2 kms; if the home address coincides with a lack of bus services the staff member will be successful at appeal.
- Issues relating to child care including ages of children, distance from home to school and to the campus, if both parents work at UEA do they both have full access to car parking etc.?

6.8 Therefore what at first sight appears to be a fairer scheme may in practice have no significant impact on demand for parking. Furthermore there is evidence that permit ownership does not equal use; many of those with Norwich postcodes do walk, cycle

or use bus services some or all days of the week therefore the resulting reduced demand for parking may not be significant enough to resolve the difficulties faced.

6.9 Park & Ride Options

- 6.10 There are a number of good examples nationally and locally of park & ride options meeting the needs of an organisation but is most effective where there is no other choice available. The UEA School of Nursing & Midwifery has very limited parking and has successfully, in partnership with the Norfolk & Norwich University Hospital utilised Costessey Park & Ride as a mean of meeting the needs of student drivers.

6.11 Park & Ride Provision

- 6.12 Norfolk County Council park & ride sites have been very effective in reducing city centre congestion. Of the 6 Park & Ride sites in operation the Cringleford P&R located at the Thickthorn Interchange best meets the needs of the many UEA drivers who travel from the east of the county, whilst Costessey could be utilised for those travelling from the west. The Cringleford site is however at capacity and further land (in private ownership) may not be readily available for an extension to the current facilities or indeed to create a new facility. Capacity for an estimated 400 vehicles exists at Costessey Park & Ride.
- 6.13 To reinstate this facility would cost approximately £150,000 per year including the lease of spaces and the bus service. Norfolk County Council has offered to procure the service on behalf of the University and present this as part of a Park & Ride package. Fares collected on board the vehicle would be deducted from the cost of the service with the University paying the outstanding balance.

6.14 Options for utilising Park & Ride

- 6.15 A previous attempt to encourage voluntary use of Costessey failed and therefore if Park & Ride parking is to provide the solution to the University's parking problems it cannot be subject to choice.
- 6.16 Whilst it may be argued that Park & Ride parking is not truly "green" as some drivers will be required to drive further in order to access parking in terms of the University this may be balanced by a shift away from driving altogether by those who live close to the University but outside the current exclusion zones. Permits are currently available for example to those in postcode zone NR1 the area adjacent to the rail station served by bus services 25 & 35 and those in areas including Eaton & Three Score which are within cycling and in some cases walking distance from which it is unlikely drivers would choose to drive to Costessey in order to park.
- 6.17 The following two options which utilised Park & Ride were considered by the Transport Group:

6.18 Relocation of Student Parking Provision to Park & Ride

- 6.19 The decision to relocate student parking to the Triangle Site has provided a platform to explore, understand and where appropriate address through the use of an Appeals Panel the effects of offsite parking on student life and on the University. Relocation impacted most on undergraduate students in academic years 2006/07 & 2007/08 who had previously been accustomed to parking on the main campus. For this group there was a need to accommodate a 15 minute walk within their journey time; this represented for some an unexpected and possibly problematic change from the

“norm”. For students applying for a permit to park in academic year 2009/10 there will be no change or impact as the overflow will be their “norm”. This suggests it is possible over a 3 year cycle to change expectations and for students to adapt to new arrangements ensuring travel time is built into their timetable.

- 6.20 Adapting to the offsite arrangements may also have been easier for undergraduates than others in the University as this group often has greater flexibility in terms of required attendance. Many will not be on site every day, or required to attend mornings or afternoons only etc. although it is recognised this does not apply to all students. Furthermore significant numbers will not yet have the commitment of caring responsibilities for young children or elderly parents although it is appreciated that many will have part-time work which may affect arrangements.
- 6.21 If the concept of offsite student parking were to be adopted on a permanent basis with parking for students accommodated at Costessey, the need to replace on campus those spaces lost from the overflow area would permanently remove the need to extend car parking.
- 6.22 The current arrangements for postgraduate research students and those who are successful in appeal would be retained with on-site parking provided as necessary.
- 6.23 The advantages of this scheme were seen as:
- Students who are unable to travel by other modes continue to have access to dedicated parking and do not have to seek out city centre car parks
 - The cost would be less than use of a public car park
 - Students studying at the School of Nursing and Midwifery have adapted to this arrangement which forms part of the School's Travel Plan demonstrating such a solution is workable. Students who can demonstrate to the Appeals Panel the need for an onsite parking bay will be accommodated, this includes short term situations such as placements.
 - Guaranteed parking bay for every member of staff and Post Graduate research Students eligible for a parking permit.
 - No disruption to core business
 - Long term removal of the need to increase parking spaces
 - An on-line application process could be developed where there is no longer a need to check documentation thus allowing smarter working practices
 - Opportunity to provide innovative solutions.
- 6.24 The disadvantages of the proposal are:
- Policy unlikely to be popular with student body who would seek a more local parking solution

- The cost of providing the service would need to be found by the University resulting in increased car park charges
- Some students may have to drive further in order to park; increasing journey times and adding to carbon footprints
- Increased fly parking in local area

6.25 The 20% Method – All Parking Permit Holders

6.26 Reduction in demand is achieved by designating 20% of permit holders park off site either on a designated day (although not the same day i.e. every Friday) or week of the month. A version of this method (one day per month) is in operation at County Hall, Norwich and is particularly successful as:

- There is a conveniently located P&R,
- Flexi-time work system in place which enables staff to be more flexible with arrival/departure times or take a day's "leave" where not parking would prove too inconvenient
- Enforcement in place to deter staff from using visitor parking.

6.27 The advantages of this scheme were seen as:

- Those unable to travel by other modes continue to have access to dedicated parking
- Long term removal of the need to increase parking spaces
- Equitable for all groups

6.28 The disadvantages of the scheme were seen as:

- Lack of flexible working hours which allow staff members to adjust arrival/departure times
- Difficult to accommodate staff who are contracted to work outside the hours of operation of the P&R; this would also impact on many Postgraduate Research Students
- The scheme continues to favour staff who are more likely to be able to demonstrate the need for on-site parking on welfare grounds; the reduction in demand may not be sufficient to achieve the aim of the policy
- Potential for disruption to core business
- The cost of providing the service would need to be found by the University resulting in increased car park charges
- Staff, students and visitors may have to drive further in order to park; increasing journey times and adding to carbon footprints
- Increased fly parking in local area

6.29 Car Parking Options: Conclusion & Recommendation

- 6.30 Notwithstanding the cost of alternative parking and associated bus services restricted permit allocation options have the benefits of being inexpensive to introduce; costs such as printing etc are negligible. Of greater importance is the ability of the University to control the number of parking permits (demand) removed from the scheme although it should always be noted that ownership of a permit does not necessarily equate to modal choice. However some members of staff will view the prospect of being excluded from parking contentious which may strain working relationships and damage the ability of the University to deliver its core business. Finally the scheme would be administratively difficult to deliver with necessary checks on addresses and a likely increase in the number of appeals; the current scheme is already perceived as unduly bureaucratic. Therefore the extension of accessibility zones was not recommended.
- 6.31 For a park & ride option to succeed bus services to and from the P&R must be frequent and reliable. Furthermore park & ride does not necessarily mean a nearby site with a dedicated UEA service, it could be the use of any of the six park & rides with through ticketing provided in partnership with Norfolk County Council.
- 6.32 Whilst it may be argued the 20% proposal overcomes the issue of equity between staff & students this would only be true if the University does not include the right of appeal. Were an appeals system to be in place then the demographic of staff suggests many members of staff who drive would be exempt from use of park & ride on a variety of grounds including in particular caring responsibilities; this would make the required reduction in parking demand difficult to achieve. There would also be issues regarding Postgraduate Research Students who are currently given special consideration under current arrangements in recognition of the often long hours “worked”. This proposal was therefore not felt to be an effective means of delivering the required reduction in demand.
- 6.33 It is therefore proposed that students who do not demonstrate a need to have a car parked on campus are offered parking at Costessey Park & Ride Site during term time. Whilst the overflow has accommodated up to 450 student drivers it is anticipated only 200 student drivers on average will seek use of the park & ride. Student drivers from areas closer to the University which are not covered by accessibility zones i.e. NR1 the area around the rail station are expected to use the bus or to cycle as use of the park & ride would add considerable time and distance to their journeys. Students who can demonstrate they are sharing journeys may also be accommodated on or close to University Plain.

7.0 Exclusion Zone Extension to include New Members of Staff Resident in NR2

- 7.1 It is proposed that staff joining the University after September 2011 who are resident in postcode zone NR2 and who are not able to demonstrate the need for use of a car will no longer be issued with a parking permit. This proposed change in policy recognises the viewpoint from students that current policy is inequitable.

8.0 Transport Policy Supporting Actions: Car Parking Charges

8.1 Charges for Car Parking

- 8.2 Charges have remained static since their introduction in 2003 and currently students parked on the overflow car park have benefitted from free parking. Charges however

do need to rise and a long term agreement for increases agreed to keep step with changes in the cost of bus fares etc. Car parking revenue has been ring-fenced to provide alternatives to the car and to support traffic management; it is proposed that this arrangement is unchanged indeed it will be impossible to develop and deliver park & ride, express bus services or to make the long term repairs to the Main Car Park without distinct funding.

8.3 Pricing Structure - Use of Permanent Areas

- 8.4 Table 6 indicates the proposed daily charges whilst table 7 shows the estimated monthly charge:

Table 6

	Salary Band			Student/ External
	A	B	C	
Current	0.50	1.00	1.50	1.00
2010/11	0.85	1.75	2.50	1.75
2011/12	1.20	2.50	3.50	2.50
2012/13	1.50	3.00	4.50	3.00
Annual	225	450	675	450

Table 7

Band	A	B Students Externals	C
Current	10.00	20.00	30.00
2010/11	17.00	35.00	50.00
2011/12	24.00	50.00	70.00
2012/13	30.00	60.00	90.00

(Based on the current chargeable period arrangement, average 20 days per month, payments deducted over 7.5 months each year)

- 8.6 It is proposed that from 2013 the University through the Travel Plan Development Group and Sustainability Board review the cost of car parking charges on an annual basis in the May of each year with any rises effective from the start of the new academic year in September of the same year.
- 8.7 Temporary Car Park, Rear of IFR**
- 8.8 The overflow car park is a temporary measure and initially the University chose not to initiate charges for this area. However the lack of charge may be encouraging car use and although temporary in nature there is a cost involved in operating the area which should not be borne by the University. It is therefore proposed that a small charge of £0.50p from September 2010 is levied for entry to the car park immaterial of length of stay. This will create new revenue of approximately £23,000 which would be used to pump prime the new city – UEA express bus service.
- 8.9 Evening and Weekend Charges**

- 8.10 From September 2012 it is proposed UEA Car Park Permit Holders should benefit from free parking between 16.00 and 07.00 Monday to Friday and on Saturdays, Sundays and Bank Holidays. This will mean a small number of catering, cleaning and security staff will benefit from free parking.

8.11 Visitor Parking

- 8.12 Unscheduled or unsolicited visitor parking significantly reduces the space available to those who contribute to the core business of the University and it is this group which are targeted by the proposed strategy. Using swipe card data recorded during 2009, on average 989 UEA permit holders sought to park in one of the estimated 1100 bays located in the Main or North/West car park each day; leaving a surplus of around 140 bays. However on every term time day the Main, North/West along with the Central (visitors) Car Parks were full by 9.15 am with permit holders and visitors redirected to Blackdale Annexe or the Village (permit holders only). It is estimated some 250 unscheduled visitors seek parking during peak times reducing space for “legitimate” users and often creating a negative impact on the University’s core business and indeed image. Many of these unscheduled visitors which include some students may live locally and be able to travel by means other than the car but choose not to.

- 8.13 Those invited to the University should and will be accommodated within the parking strategy however new arrangements are proposed for this group. As part of wider changes to the parking strategy it is proposed that from September 2012 the availability of visitor parking is reduced as follows:

- 8.14 **Main Car Park:** closed to visitors between peak period hours of 7.00 am and 16.00 pm, Monday to Friday, term time only. Access to the car park will only be possible where a permit has been issued and a campus card programmed for access. Outside of these times the flat fee will rise from £1.00 to £2.00.

- 8.15 **Central Car Park & Blackdale Annexe:** available to unscheduled visitors at any time but limited to stays not exceeding 2 hours during the peak period hours of 7.00 am and 16.00 Monday to Friday, term time only. The tariff will increase from the current £1.00 per hour to £3.00 for 2 hours during peak period hours and from £1.00 flat fee to £2.00 flat fee at all other times in line with the Main Car Park.

8.16 Visitor Car Park, Boilerhouse Roof

- 8.17 Parking for scheduled visitors to the University will be available however it may be necessary to pre-book spaces and limit the number of spaces booked to no more than 3 spaces per School or Division at any given time unless there are demonstrable extenuating circumstances. Hosts will continue to be able to pay the parking fees of their visitors and an on-line booking system along with hourly charges will be investigated and evaluated as part of the new policy delivery process.

8.18 Contractors

- 8.19 Contractor parking should be negotiated project by project; there should no longer be an assumption of free parking for those working on site.

8.20 Optimising Unused Parking Bays

- 8.21 Whilst current travel behaviour data has been used to match demand to supply the introduction of new initiatives can affect future outcomes and it can be difficult to accurately predict demand for parking. Often new arrangements will see immediate and significant reductions in demand but over time the level of demand can rise. Monitoring using swipe card and physical counts will need to take place regularly. Should supply outweigh demand it is proposed unused bays are offered to students and allocated to those who live the greatest distance from the University and who are required to be on campus regularly throughout the week. It should be noted unused bays are likely to be located in less popular locations including the Pavilion Colney Lane (most suited to students studying at NAM) and the Village.

8.22 Use of Technology

- 8.23 Improved technology will enable the University to improve management of car parking and by working smarter it may be possible to reduce costs. Included in the options being investigated are on line booking systems for visitor parking and (if students are no longer issued with peak time permits) on-line application for UEA scheme parking permit (where supporting evidence is not required). In addition number plate recognition systems could enable better on-the-ground management of parking spaces ensuring authorised users have priority although a full evaluation of their worth would need to be undertaken and supported by the Travel Plan Development Group.

8.24 Enforcement

- 8.25 To ensure legitimate car park users have access to parking it is important the University deters unauthorised use; this may be best achieved through a system of financial penalties. Many Universities use a system of parking control which sees University employed security staff patrol and issue tickets but an external company collect any fines.

8.26 Car Parking Key Proposals

8.27 Proposed Key Policy Changes:

- *Student parking to be relocated to Costessey Park & Ride*
- *Removal of long stay parking for unscheduled or unsolicited visitors on campus; long stay visitors will be expected to use park & ride services*
- *New members of staff subject to an extended exclusion zone*
- *Contractor parking to be negotiated project by project*

8.28 Proposed Key Actions:

- *Car park charges for UEA permit holders to rise*
- *Introduction of small charge for overflow area*
- *Use of number plate recognition software to be explored*
- *On line parking permit application for visitors and staff to be developed*
- *Improved enforcement action necessary to avoid unauthorised parking*

9.0 Improvements to the Main Car Park

- 9.1 The main car park has for some time been deteriorating leading to numerous complaints and suggestions that it may present a serious health & safety risk. The surface is deteriorating, there is a problem with surface water drainage and tree roots

are breaking through causing problems on the southern boundary. Surface damage is more prominent in aisles which also act as walk ways. Users perceive the uneven surface and numerous pot holes as trip hazards made worst when they are camouflaged by surface water or snow, pot holes are held responsible for a number of mechanical malfunctions and the inability to line bays effectively means drivers often park poorly taking up more than one space. Although pot holes are filled on a regular basis and bays relined periodically repairs represent little more than a “sticking plaster”, providing only short term results to a long term problem.

- 9.2 In autumn 2009, the Transport Co-ordinator commissioned a Maintenance Options Study which considered the short and long term actions required to improve the surface, bay sizes, lighting, traffic flow etc. The report in full is available on request but in summary costs are as follows:

5 Year Option		
Description		Cost
Plain off & Repair Red Areas - Patch repair or seal over of the Amber Areas - Remark parking bays to existing layout - NO WORKS to perimeter kerbing, landscape, Entrance/Exit lanes & barriers, Paths, & Bus lay-by		£100,000
Modify existing lighting power feeds & Additional lights		
Burn off remaining road paint - Mark new parking bays (added to item 1 above) - Modify Lighting column position to suit Bays running East to West orientation		£20,000
Item 3 assumes undulating East West to remain as now		£0
Form new footpath and egress through fence to Sports Park, strengthen existing planting with barriers to pedestrians - Improvements to Bus Lay-by		£30,000
		£150,000
On Costs		
Allowance for Main Contractors Preliminaries	15%	£22,500
Allowance for Main Contractors Profit	18%	£31,050
Allowance for Professional & Statutory Fees	20%	£40,710
Allowance for Contingencies	10%	£24,426
Allowance for VAT	17.5%	£47,020
Allowance for inflation to Summer 2010	3%	£9,471
5 Year - Total Estimated Cost		£325,177

15 Year Option		
Description		Cost

Plain off & repair 100% Red areas 60% Amber areas & 20% Green areas - Overlay all areas with SMA 30mm thick - Remark parking bays to existing layout - relocation of CCTV Mast & equipment & cables - NO WORKS to Paths, & Bus lay-by		£507,000
Modify existing lighting power feeds & Additional lights		
Burn off remaining road paint - Mark new parking bays (added to item 1 above) - Modify Lighting column position to suit Bays running East to West orientation		
Form new footpath and egress through fence to Sports Park, strengthen existing planting with barriers to pedestrians - Improvements to Bus Lay-by		£30,000
		£537,000
On Costs		
Allowance for Main Contractors Preliminaries	15%	£80,550
Allowance for Main Contractors Profit	18%	£111,159
Allowance for Professional & Statutory Fees	20%	£145,742
Allowance for Contingencies	10%	£87,445
Allowance for VAT	17.5%	£168,332
Allowance for inflation to Summer 2010	3%	£33,907
15 Year - Total Estimated Cost		£1,164,134

- 9.3 Whilst the advice (there is no legal requirement) from Norwich City Council is to increase the size of bays to reflect use of larger vehicles this would result in a loss of some 200 spaces. As the trend nationally is away from the purchase of larger vehicles towards smaller cars which produce fewer emissions, benefit from lower road tax and are more economic to run, increasing the size of bays is not contemplated.
- 9.4 The proposal is to undertake the 5 year plan for repair and maintenance with funding found from the Transport management Budget i.e. directly from car park revenue. However as the level of income in a single year falls short of the sum involved it is suggested funding takes the form of a loan with repayment over 4 years.
- 9.5 Repairs to the Main car Park will render all or some space unusable and this will result in disruption. It is therefore proposed works take place during the summer of 2010 or 2011 this will enable those unable to park to relocate to the Village, Blackdale Annexe or the Overflow, Colney lane.

10. Transport Policy Supporting Actions: Public Transport

10.1 Supporting the Passenger: Season Tickets & Information

- 10.2 Unlike students who at the beginning of each academic year have lump sums to purchase things such as discounted bus season tickets, staff are faced with making their purchase from a single month's salary check. For those at the lower end of the salary scale this can prove very difficult and many report they purchase monthly tickets direct from the bus company which over the year is much, much more expensive as they are unable to find the lump sum. Additionally, car parking fees are collected in arrears monthly and therefore those who drive can spread the cost over the academic year. It is therefore intended that staff should be given improved opportunities to participate in the season ticket schemes through the introduction of delayed payments and interest free loans which will allow payments to be spread over a period of time making purchase of the tickets much more accessible. These loans will be available for both bus and rail tickets.
- 10.3 The University in partnership with First Bus currently provides season tickets for local and network services. It is anticipated that similar ticket deals from Konect whose services from Dereham, Mattishall, Watton & Hingham are of interest to staff & students will be available in 2010.
- 10.4 Finally, bus passengers in the City centre benefit from real time information at bus stops which give reassurance that buses are on their way. The University in partnership with Norfolk County Council has secured equipment which will allow real time information to be displayed at campus bus stops.
- 10.5 Express Bus Services – Railway Station – City Centre - UEA**
- 10.6 It is acknowledged that Costessey Park & Ride will be less convenient for those travelling from the North & East of the County and from the suburbs of Norwich not served by UEA bound bus services. For this group it may be easier to use bus services or park & ride sites other than Costessey and travel into the City changing onto UEA bound bus services. To help this group a new peak time express bus service operating from the Rail Station & City Centre limited-stop to the University is proposed. The non-stop service will operate every 12 minutes from 07.30 until 10.00 and again from 15.30 – 18.30. The cost of providing the service will be found from car park revenue with contributions from passengers.
- 10.7 The introduction of the express service will also create an opportunity to directly connect bus services from outside Norwich at a point at Eaton. The interchange will also service local residents in Eaton and via a stop at the junction of Bluebell Rd/Norvic Drive those living in the local area thereby bringing additional benefits to the local community. Shelters are already in place however it is felt these should be upgraded to accommodate anticipated higher passenger numbers and include real time information.

Service No.	From-To	Via
2	Dussindale - N&N Hospital	Yarmouth Road, City Centre & Cringleford
12A	Stalham - N&N Hospital	Horning, Wroxham, Salhouse, Rackheath, Dussindale, City Centre & Cringleford
13	Attleborough - Norwich	Wymondham
14	Silfield - Norwich	Wymondham & Hethersett

15	Harts Farm - Norwich	Wymondham & Hethersett
15A	North Wymondham - Norwich	Wymondham & Hethersett
23	Eaton - Norwich	Newmarket Road
24	Thorpe St Andrew - N&N Hospital	Heartsease, City Centre, Eaton & Cringleford
X1	Peterborough - Lowestoft	Wisbech, Kings Lynn, Swaffham, Dereham, Easton, Norwich, Acle & G Yarmouth
X3	Watton - Norwich	Shipdham, Dereham & Honingham

10.8 The service which will cost £133,000 to introduce will initially require financial support of around 60% from the University. However it is expected to become fully commercially viable within 2 years; therefore this is pump priming rather than long term investment. Pump priming funding will be found through the introduction of a small charge for use of the overflow car park.

10.9 Additionally the new service will provide express connections to the new enterprise centre and will help secure the necessary planning consents.

10.10 **Key Actions:**

- *Introduction of deduction by instalment from salary to enable lower paid staff in particular to benefit from public transport season ticket deals.*
- *Introduction of season tickets for operators other than First Bus*
- *New bus services tailored to meet the needs of the University community*
 - *express city – UEA bus service*
 - *Creation of Eaton Interchange*
- *Real time information bus information system*

10.11 In addition to Service 30 a direct bus service from Wymondham via the Norfolk & Norwich University is expected to commence in September 2010. The service will be Government funded and delivered under contract to Norfolk County Council removes the need to either travel into the city or alight at the Hospital and complete the journey on foot.

11.0 **Transport Policy Supporting Actions: Cycling Initiatives**

11.1 **Cycle Parking Package**

11.2 The following sites have been identified as potential areas for cycle parking at a total cost of £130,000. Some of the sites can be developed to provide locked and covered facilities, others due to their location can only be developed as uncovered, none are close to existing shower facilities or space which could be easily converted to provide showers. A refurbishment programme to remove all pinch wheel stands and replace with Sheffield stands is also part of the package.

- Norfolk Terrace - to remove approximately 65 existing pinch stands and replace with Sheffield stands @ £300-00 per stand
- BIO - To construct covered, secure cycle compound @ a cost of £55,500-00

- EDU Courtyard - To remove children's play area and provide cycle parking area (not covered) at a cost of £14,000-00
- Congregation Hall - Covered, secure cycle compound behind Congregation Hall at a cost of £42,000-00

11.3 “Bike Box”

- 11.4 Planning consent has been sought to provide a portakabin for use by the Norwich Cycle Campaign/Cycle Recycle who provide the cycle health checks and repair service on behalf of the University. This service has been weather dependent and during the winter months has not been available on days where adverse conditions are predicted.
- 11.5 In the longer term it is hoped the Bike Box will enable a cycle shop to be developed selling a range of equipment to cyclists. The idea for a cycle shop is not new and over the years a number of local cycle shop owners have approached the University with a view to opening a shop on campus. However none have pursued the idea as the seasonality of the academic year means there will be little business outside of term time, no passing trade and finally privately owned bike shops rely heavily on sales of new bikes and it was felt there was not sufficient market to support this. Using members of the Travel & Transport Team as staff it would be possible to open the shop for short periods during the day providing a much needed outlet for the sale of good quality lights, locks etc. and the shop would become an information point for cycling. It may also be possible to provide a community focused project providing adults with learning difficulties opportunities to train in cycle repair and maintenance. This would replace the current Doctor Bike service.

11.6 Cycle Loan Scheme in partnership with Norfolk County Council

- 11.7 Previous investigations into the provision of cycles for hire by the hour have not produced a satisfactory scheme. Cycle hire from off the shelf schemes is at a much higher hourly rate than the market will support in some case hire can exceed £8.00 per day and insurance issues, size and availability of fleet, flexibility for users and maintenance of cycles make it difficult for the University to provide its own scheme. By working in partnership with Norfolk County Council it is hoped a range of cycles at minimal hourly hire rates will be provided at key locations throughout the city including UEA, city centre shops and the rail station. Working together will ensure a full and flexible service is provided. It is also hoped that this service would reduce the significant number of bikes abandoned on campus each year.

11.8 Key Actions:

- *Investment in a range of cycle parking to meet future demand.*
- *Development of a cycle shop to provide maintenance service, equipment as well as other forms of support to cyclists.*
- *Cycle loan scheme*

12 Transport Policy Supporting Actions: Car Sharing

- 12.1 Car sharing provides the optimum means by which to reduce demand for parking without significant financial investment. A key aim of the University's Travel Plan has been to reduce the number of single occupancy journeys made by staff and students. The number of people sharing journeys has risen significantly since 2003 when 0.5%

of journeys were shared to 7% recorded in 2008. Of most interest is the significant increase in the number of shared journeys amongst students recorded following the relocation of student parking to the overflow car park. This correlates with evidence from other organisations which shows increased levels of sharing occur where there are high car park fees and/or robust parking restrictions in place coupled with a range of financial incentives.

- 12.2 The 2 main barriers identified by UEA staff & students to car sharing are a perceived lack of other people making similar journeys and finding the time to register with the database. Since early 2009 parking permit applicants are advised of the number of other permit holders in their postcode area (although they may not all be registered as seeking a sharing arrangement) and are also offered the opportunity for their journey details to be logged with UEACarshare.com on their behalf. This has seen a significant increase in the number of those registered with UEACarshare.com although overall the number of permit holders remains low at just 450. Whilst there are benefits in place for those who commit to sharing regularly to encourage greater levels of sharing the scheme needs to be simplified with rewards available to those who share less than the current condition including those whose attendance on campus is less than the “three times a week commitment”. Therefore there is an on-going need to promote and encourage shared journeys with emphasis shifting from regular shared journeys to occasional and ad hoc sharing.
- 12.3 Initially consideration was given to a scheme that proposed continued registration (permits would be revoked where the registration was cancelled) at UEACarshare.com as a condition of membership of the UEA Car Park Permit Scheme thus boosting database numbers. However it is not possible to compel applicants to share; whilst receiving regular requests to share journeys may encourage participation it may equally discourage those who genuinely want to share but find their requests regularly declined. Creating a scheme where on-going membership is rewarded will bring forward additional active members and boost not only membership figures but shared journey statistics. Rewards will centre on monthly prize draws with additional opportunities for those who share to win.
- 12.4 Rewards will also be made available to those who share less regularly by following the example set by the University of West of England with the introduction of a second swipe point installed on the passenger side of the entrance to car parks enabling an agreed discount on a day's parking to be achieved where two permit holder swipes are recorded simultaneously. The second swipe will also ensure the compliance of those who have “smartshare” permits. On days where the participants do not record simultaneous swipes a full days charge will be payable.

12.5 Key actions:

- *Prize draw scheme to recruit and retain members*
- *Rewards for those who share on an ad hoc basis*
- *Penalties for those who abuse membership of the “smartshare” scheme*

13. Transport Policy Supporting Actions: Business Travel

- 13.1 A car club will be developed at UEA to provide those who require a car on an ad hoc basis for local journeys to benefit from short term hire. The scheme will seek to utilise electric or other “green” technology.

14. Financial Information

- 14.1 Predicting income generation is almost as difficult as predicting changes to travel behaviour. Income generated from parking permit holders (£130,000), internal visitors and on site organisations (£45,000) currently equals approximately 45% of the overall income. Visitor parking charges account for the remaining 55% of the budget. Predicting income levels has proved problematic but the following may prove helpful:
- Negotiations with internal organisations and the cost of day permits for visitors will need to be negotiated but a modest rise of 50% would result in additional income generation of £22,500 pa
 - A small charge for use of the overflow car park from September 2010 would create approximately £26,000
 - Park & Ride fees will generate around £30,000
 - There is unpredictability in respect of visitor income but it can be assumed that each short stay bay could create £6 per day/£1200 per 200 days. 100 short stay bays would therefore generate £120,000 and further income will be achieved through weekend and evening parking for events. It is therefore cautiously predicted that visitor revenue would not fall below current levels.
- 14.2 Table 9 demonstrates cautious estimates of income for 2012/13 when permit holder fees achieve the full increase.

Table 9

Item	Academic Year			
	2009/10	2010/11	2011/12	2012/13
Permit Holder Revenue	130000	176000	240000	390000
Overflow car Park Income	0	22500	22500	0
Park & Ride Income	0	0	0	30000
Visitor revenue	178000	178000	178000	178000
Internal Organisations	45000	45000	45000	62500
Total	353000	605125	735125	900500

14.3 Cost of measures/expenditure

- 14.4 The University is obligated by HEFCE to set carbon reduction targets, indicate how these will be achieved along with the cost of meeting the targets; the Carbon Reduction Plan (CRP) recently agreed by the Executive Team meets this obligation. The University is required to fund delivery of the CRP from its budgets; no additional funding is provided from HEFCE. Currently revenue from car park charges is ring fenced for the delivery of the Travel Plan and other associated traffic management costs. As transport, and in particular commuter journeys, are a major generator of emissions revenue will also be to aid delivery of the CRP including provision of staff resources.
- 14.5 Table 10 shows some of the specific traffic management activities and costs identified to date but this list is not exhaustive. New opportunities, projects, measures and actions will be added as they develop for example the University is to benefit from a real time information system which will be of value to bus passengers; the date of installation and cost are unknown at this time. In addition to the transport management activities details of measures and actions required to meet our carbon reduction targets are contained in the CRP.

Table 10

<i>Item description</i>	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>
Park & Ride Service			150,000
Public Transport (Express, Service 30)	66,500	33,250	
Cycle Initiatives	37,500	65,000	60,000
Administration including staff costs	140,000	142,000	145,000
Main Car Park Repairs	80,000	85,000	80,000
Marketing	20,000	22,000	25,000
Traffic Management Direct Expenses	45,000	46,350	47,745
	389,000	401,600	487,745

15.0 Consultation and Decision Making Process

- 15.1 The University has a tradition of listening to the views of the University community in response to major policy changes which affect their daily lives. Although options are limited it is intended that feedback in the first instance from the Staff & Student Unions then, in the form of a short questionnaire, from the wider University is collected. As part of the feedback process those responding to the survey will be asked to indicate how these changes are likely to affect their travel choices. This information can then be used to help plan supporting measures.
- 15.3 Future decisions regarding development of the Travel Plan will be made by the Travel Plan Development Group consisting of representatives from the staff and student unions, DOS etc. along with those involved in delivering the measures i.e. ITCS, MAC.
- 15.4 Terms of reference for the group will be decided at a later date however it is assumed their role will be to steer development and delivery of Travel Plan measures. The Group will report to the Sustainability Board who has direct input to the Executive team.

16.0 Conclusions & Recommendations

- 16.1 Car parking is a limited and valuable commodity that is expensive for the University to maintain and operate and demand for spaces outstrips supply. Building our way out of the situation provides a short term solution but in the longer term the University must seek to manage down demand and/or find an alternative means of accommodating private vehicles. Developing a parking policy as part of a wider Transport Strategy to achieve this is problematic. Parking is a complex issue that elicits strong and sometimes contradictory reactions from members of the University of East Anglia community. While some approach it as a practical problem, closely tied to their own ability to carry out work or study responsibilities; others emphasize the environmental or even philosophical dimensions of the parking challenge whilst some view it as a perk, benefit or reward either in respect of terms & condition of employment or from a customer perspective. These reactions to "parking" make it impossible to achieve a policy which would satisfy one and all and questions in respect of equality, price, availability etc. cannot be fully addressed. Therefore the parking management element of the overall Transport Policy is unlikely to be popular but nonetheless necessary if the University is to meet the shortfall in on-site parking. It is recommended the proposals are adopted and the Travel Plan Development Group reformed at the earliest time to progress and deliver actions and measures. Key decisions for immediate ratification are:

- The relocation of student and long stay unscheduled/unsolicited visitor parking to Costessey Park & Ride with frequent high quality bus connections from September 2012
- Repairs to the Main Car Park are carried out to ensure it is fit for use
- Increased parking charges to support measures
- Provision and financial pump priming of an express peak time bus service from Norwich centre to campus

The Travel Plan Development Group will seek to prioritise other measures suggested as part of the updated policy.