



## RAF Centenary Programme Travel Plan



### 1. Introduction

- 1.1. This travel plan covers the redevelopment of the Royal Air Force Museum, Grahame Park Way, London NW9 5LL
- 1.2. Planning Application PP-04932420 Planning permission is sought for the demolition of the existing restaurant annex and parts of the mezzanine structure to create a new visitor centre at Hangar 1, the refurbishment of building 52 to create a new visitor restaurant, landscaping of the site and other associated works.
- 1.3. This is a full travel plan
- 1.4. The travel plan has been prepared by the Design Team, led by the Centenary Programme Manager, Rebecca Dalley 0208 358 4813  
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Document	Version	Reviewer	Date
1		John Waxman Karen Whitting	22.03.16
2			
3		John Waxman Karen Whitting	30.03.16
4		John Waxman	31.03.16
5		Rowan Morrice	31.03.16

## **2. Context**

### **2.1 The Travel Plan**

This Travel Plan is a package of measures designed to reduce the reliance on car use by supporting and encouraging environmentally friendly and efficient travel to and from the RAF Museum.

This Travel Plan consists of

1. Introduction – key details of the development
2. Context – an overview of the key features
3. Site assessment – a review of the key transport links to the Museum
4. User profiles – a review of the travel survey data of museum users and staff
5. Objectives
6. Targets
7. Measures
8. Management
9. Monitoring
10. Action Plan

This Travel Plan is produced under the provision of Barnet's Local Plan (2012) Development Management Policy DM17 on Travel Impact and Parking Standards. It makes references to the objectives of the Colindale Area Action Plan (2010) and to the targets set in The London Plan (2011). It follows the format of Transport for London's Travel Plan Guidance (2013) and is ATTrBuTE compliant.

### **2.2 Objectives of the redevelopment**

The objectives of the redevelopment of the RAF Museum are:

1. Separation of visitor and non-visitor services
2. Car-free centre of the site
3. Single point of entry and exit
4. Chronologically contextualised exhibitions
5. Hub and spoke orientation
6. Even use of the site
7. Sense of place for the airfield heritage
8. Coherence with local regeneration and public realm
9. Discreet but effective security measures
10. Welcoming frontage
11. Access for large and unusual deliveries
12. Bringing heritage buildings into use
13. Improved environmental sustainability
14. Improved commercial sustainability

These objectives will be met with no new floorspace. Improved galleries, visitor experience and marketing will increase number of visitors to the site.

The RAF Museum generates journeys from its staff and volunteers, its visitors and its business users.

### 2.3 Schedule of accommodation under redevelopment:

Refurbishment of the derelict Building 52 to a 130-cover restaurant	708sqm
Refurbishment of Hangar 1 (GIA)	5,807sqm

### 2.4 Schedule of current parking facilities

Car parking spaces	Visitors, staff and volunteers
Normal size	296
Extra large	0
Wheelchair users/disabled	16
Other parking facilities	
Coach parking	9
Bicycle	8
Motorbikes	6
Electric charging (existing spaces)	0

### 2.5 Schedule of proposed parking facilities

Car parking spaces	Visitors
Normal size	257
Extra large	13
Wheelchair users/disabled	19
Other parking facilities	
Coach parking	9
Bicycle	25
Motorbikes	10
Electric charging (existing spaces)	3

A further 51 spaces for staff and volunteers will be created outside the scope of this application.

In addition to the planned immediate provision for electric charging points, the capacity is being built in to service another 55 spaces if the demand increases.

New pedestrian access will be available to the entry point at the South end of the site closest to the Colindale London Underground station and bus stops. Museum visitors will access the site at the centre. Staff, volunteers and business visitors will enter at the North end of the site.

## **2.6 Timetable**

The Museum's plans are subject to philanthropic funding scrutiny by the Heritage Lottery Fund. It aims to open the renewed site in the early summer 2018 to mark the Centenary of the Royal Air Force.

Building 52 restaurant opens	July 2017
Car park in use	October 2017
Hangar 1 galleries complete	May 2018
Formal opening	June 2018

## **2.7 Users**

The RAF Museum is open to visitors from 10.00am – 6.00pm BST, 10.00am – 5.00pm in winter, seven days a week, excluding Christmas Eve, Christmas Day, Boxing Day and New Years' Day. Last entry is half an hour before closure. Average dwell time is 2.5hrs.

The RAF Museum currently receives 350,000 visitors to the Colindale site from across the country. It is a national and international visitor attraction, with an increasing overseas visitor base.

53% of our current visitors arrive by car, an average vehicle occupancy of 3.

## **2.8 Staff, volunteer and contractors**

The RAF Museum directly employs 110 staff in the London museum across its charity and trading company. A third of these staff work on a shift basis. Outsourced contractors include facilities management and catering operations. More than 200 volunteers assist the Museum on regular, intermittent days.

50% of the workforce is shift staff who work a 7am-7pm shift pattern across the 7-day operation. Office staff have core hours between 10 and 4 and work a wide range of hours around this, generally during the week. Volunteers tend to work on one weekday and one weekend day per week.

## 3. Site assessment

### 3.1 Access

Access points onto the RAF Museum is unchanged, although the scheme allows for the reinstatement of the pedestrian access at the south end of the site.

**Fig 3.1 Access into the RAF Museum**



### 3.2 Issues

- There is some uncertainty around future public transport provision as the Colindale Area Action Plan is delivered.
- The RAF Museum actively seeks improvements in the following areas:
  - Step-free access at Colindale Station.
  - Parking restrictions on Grahame Park Way to clear the cycle lanes.
- The Museum seeks to increase its local audience but a local PERS survey and the evidence of local Grahame Park Community Researchers highlights the issues around perceived personal safety, particularly after dark.

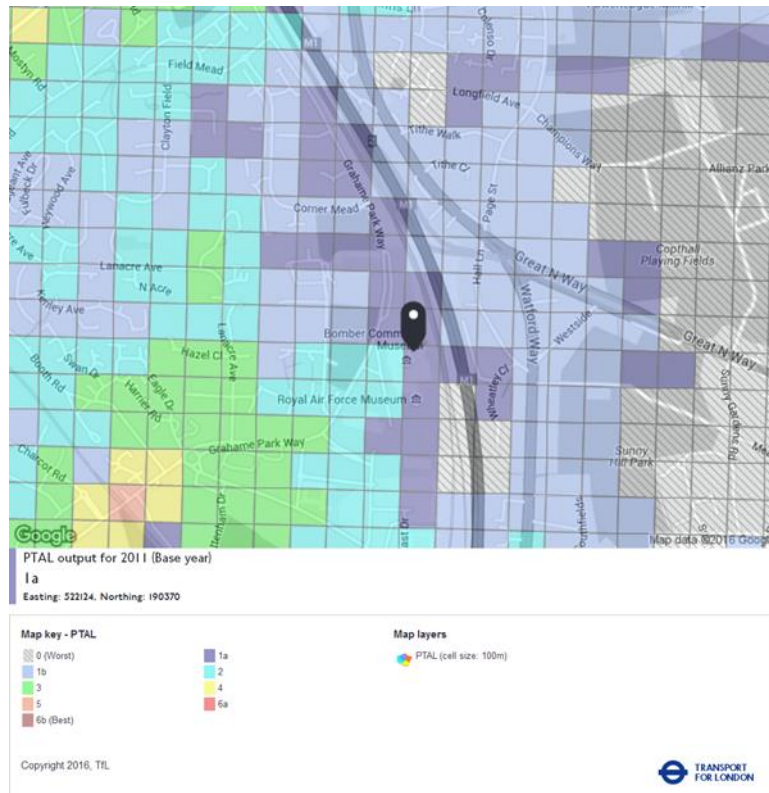


### 3.3 Current provision

#### 3.3.1 PTAL

The RAF Museum has a PTAL rating of 2.

Fig 3.3.1 PTAL Map of the RAF Museum



#### 3.3.2 Local Highway Network

The site is accessed only off Grahame Park Way. (See fig 3.1). An entrance at the north end of the site will support staff and business visitor access; at the centre of the site will be the visitor vehicular access and at the south end of the site, closest to the bus stop and tube, will be a pedestrian entrance.

The site is located off Grahame Park Way. To the east of the site is the M1, and the A1/41. To the south of the site is A5150 Colindeep Lane, while the A5 Edgware Road runs to the west of the site.

The M1 motorway is part of the national Strategic Road Network, operated by the Highways England, connects London with Northampton, Leicester and Leeds. The A1/41 is part of the Transport for London Road Network, operated by Transport for London, and connects Colindale with Central London, Hyde Park, Brent Cross and the M1 motorway. The A5 is designated as a Strategic Road in London, operated by the local authority, but protected from change, and all other roads in the vicinity are operated by the local authority. The A5 connects Colindale with Marble Arch and Stanmore.

Grahame Park Way connects to Colindale Avenue via the roundabout with Aerodrome Road and Aerodrome Road provides a direct connection to the A41.

### **3.3.3 Public Transport Provision**

The site is served by London Underground and London Bus services. The nearest mainline railway station 2.1km away served by local buses. A summary of the local public transport services follows.

#### London Underground

The nearest underground station is Colindale Station, this is 800 metres from the site.

Colindale Station, in Travelcard Zone 4, is serviced by the Northern Line (Edgware Branch) which provides connections to Burnt Oak and Edgware to the north and Brent Cross, Golders Green and then onto Central London to the south. Typical destinations within easy reach to the south include Camden Town (20 minutes), Oxford Street (29 minutes) Trafalgar Square (31 minutes) and the South Bank (34 minutes).

The Northern Line also provides direct access to Waterloo and Kings Cross St. Pancras stations which provide connections to both national and international rail networks.

There is a good service across the weekend as well as the weekday periods, with frequency ranging from 5 trains/hr to 20 trains/hr, even on Sundays.

#### London Buses

Service 186. This service connects to Harrow and Wealdstone which provides access to the Bakerloo Line, National Rail and London Overground. Further stops on this route provide connections to the Jubilee Line at Canons Park Station, the Northern Line at Edgware and Hendon Central and National Rail at Mill Hill Broadway Station.

Service 204. The service calls at Wembley Central Station that provides access to the Bakerloo Line, National Rail and London Overground. Access to the Metropolitan Line can be gained at Preston Road Station and Woodcock Hill, while Kingsbury Station provides access to the Jubilee Line and both Colindale Station and Burnt Oak Station provide connections to the Northern Line.

Service 303. This service calls at Colindale that provides access to the Northern Line and Mill Hill Broadway Station that connects with National Rail. It has a stop outside the RAF Museum.

Service N5. This service provides connection opportunities to the Central, Northern and Victoria Lines as well as access to National Rail and London Overground stations.

In terms of bus stop infrastructure the stop on Grahame Park Way provides seating, shelter, route information and a bus flag and post. The stop on Lanacre Avenue has similar facilities. Bus stops on Aerodrome Road at Heritage Avenue have route information and a bus flag and post, at Rowan Drive a bus flag and post.

#### Mainline Rail

The proposed development is situated almost mid-way between two mainline railway stations, Mill Hill Broadway to the north, which is approximately 2.1kms away and Hendon, approximately 5kms away. Both Stations provide direction connections to London St. Pancras every 15 minutes. Services in a northerly direction connect to Luton, Bedford and beyond.

Both stations can be accessed via the local bus network using bus 186 for Mill Hill Broadway and, buses 204 and 183 for Hendon with services providing connections to those wishing to travel by train.

### **3.3.4 Vehicle Provision**

#### Taxis and Coaches

There are currently no taxi ranks in the vicinity of the site. Taxis can be booked through the Museum's reception and a waiting and pick up area will be provided.

The RAF Museum plans dedicated parking for 9 coaches, which are generally pre-booked group visits. Further space in the car park can be repurposed for coaches if this number is exceeded.

#### Parking

The RAF Museum will provide parking for 325 cars across its staff and visitor car parks. This is ample for all but exceptional days, as the dwell time average of 2.5hrs ensures a cycle of spaces extending the effective parking capacity to 581.

Parking controls on the roads surrounding the proposed development is in a state of change due to the emerging development proposals. Colindale is located within a Controlled Parking Zone (CPZ) P, with parking restrictions in force between 1400 and 1500 Monday – Friday on the following roads:

Ajax Avenue; Annesley Avenue; Booth Road; Cecil Road; Colindale Avenue; Eagle Drive; Falcon Way; Harrier Road; Pasteur Close; Rankin Close; Raven Close; Sheaveshill Avenue.

There is unrestricted parking on Grahame Park Way from Lanacre Avenue to Chancellor Place on both sides and to the west between Lanacre Avenue and Eagle Drive. There are parking bays on Lanacre Avenue and residential side roads are uncontrolled.



### 3.3.5 Pedestrian Network

The pedestrian network surrounding the development provides good access to the nearest public transport interchanges including the underground station at Colindale.

Colindale Avenue connects the proposed development to the underground station. A footway runs along the entire length of Colindale Avenue between the underground station and the RAF Museum. Dropped kerbs are present at all crossing points, including Pasteur Close, Booth Road and on Eagle Drive at the Aerodrome Road Roundabout. Pavement improvements directly in front of the RAF Museum have been delayed by agreement with LBB and the RAF Museum while the Museum's threshold improvements were finalised, to minimise duplication of work.

A local Pedestrian Environment Review System (PERS) audit has been undertaken for a local development.

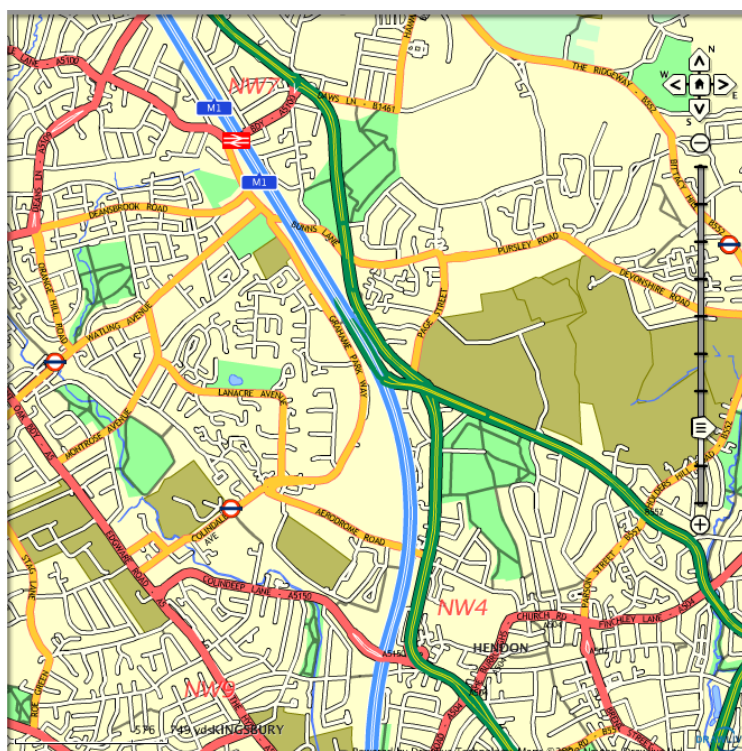
The scope of the audit includes 52 links, 15 crossings, 7 PTWAs, one interchange space, 6 routes and 2 public spaces.

The findings were generally positive, with 76 of the 82 items being classified as 'green' (positive overall), 8 items were allocated an 'amber' (average overall) classification.

The audit showed that there were legibility and personal security issues across the network. In addition there were permeability issues on Aerodrome Road and tactile information issues Booth Road. Routes required more rest points. A positive environment was shown for crossings, interchange. PT Waiting Areas showed that security measures were an issue at most stops. Some issues on sense of space and personal security were issues at Colindale Park.

The scores reflect that overall the pedestrian environment in the area assessed is generally positive, adequately maintained infrastructure and of an appropriate quality. The 'amber' ratings often indicated pockets where there is a poor environment or where there is a lack of or unsuitable provision.

Fig 3.3.5 Key walking routes around the RAF Museum



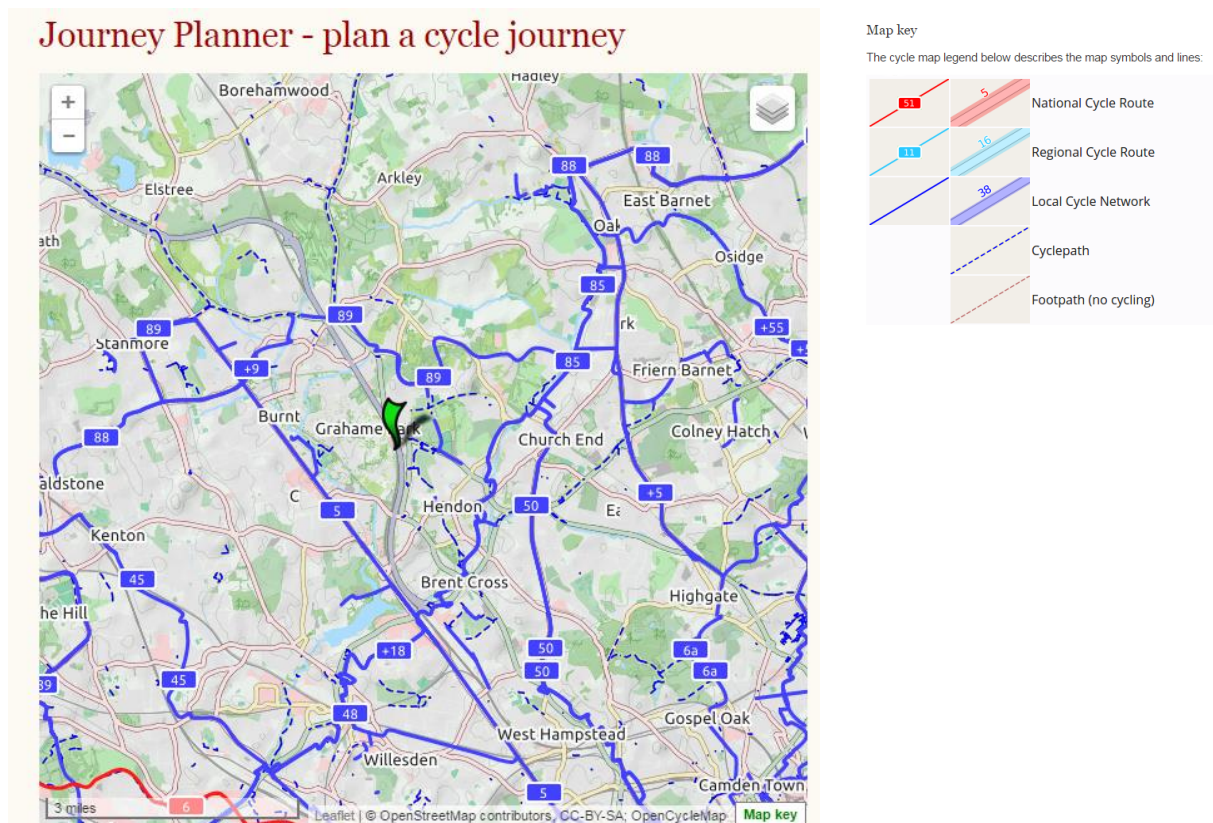
### 3.3.6 Cycle Network

Aerodrome Road and Grahame Park Way give direct access to the site and are recommended for use by cyclists. Grahame Park Way has an on-road cycle route consisting of advisory cycle lanes. Advisory cycle lanes also run along Booth Road, Aerodrome Road and Montrose Avenue. A traffic-free cycle route runs along the A1 Barnet Bypass.

The London Cycle Network (LCN) Route 5 passes nearby the site, running primarily along Edgware Road. LCN Route 5 connects Edgware in the north of London with Maida Vale, central London, Hyde Park, Battersea Park and Clapham Common in south London.

LCN Route 5 also links into LCN Routes 6 and 87 which provides access to Hanger Lane, Brent Cross Shopping Centre, West Finchley, Totteridge and Whetstone, Harrow and Wealdstone, North Harrow and the wider London Cycle Network.

Fig 3.3.6 Cycle routes to the RAF Museum



### 3.3.7 Disabled users

The RAF Museum is popular with individuals and groups with a range of ability limitations. Around 10% of the Museum's visitors describe themselves as disabled, although not all of these are physical limitations. The majority of these users travel by car due to the availability of parking and step free access around the Museum. 18 car parking spaces dedicated for disabled users will be provided closest to the Museum's entrance. With a 2.5hr average dwell time, this gives an effective provision of 34 disabled spaces.

### **3.3.8 Future provision**

The Colindale Area Action Plan (2010) directs the future of area through a framework of ambitions for Colindale that addresses some of the key permeability issues of the area.

It has two objectives to improve transport infrastructure in the area:

Objective 3– to improve the quality and attractiveness of the transport network/infrastructure and encourage the use of sustainable modes of transport;

Objective 5– to identify new and improved routes and connections to increase permeability in Colindale.

Many of the barriers noted at the start of this section are scheduled for improvement as part of the CAAP.

## 4. Travel surveys

### 4.1 Visitors to the RAF Museum

The RAF Museum currently receives 350,000 visitors to the Colindale site.

The RAF Museum monitors its visitors through

- Visitor counting mechanisms in the entrance
- Annual surveys covering a range of periods throughout the year
- In house research and surveying

The key visitor groups are:

- Formal and informal learning groups (5%)
- Commercial hire visitors (5%)
- Museum visitors (90%)

Of these visitors

- 1/3 visit from London, including 15% of the total from Barnet.
- 1/3 visit from the rest of the UK
- 1/3 visit as tourists from overseas

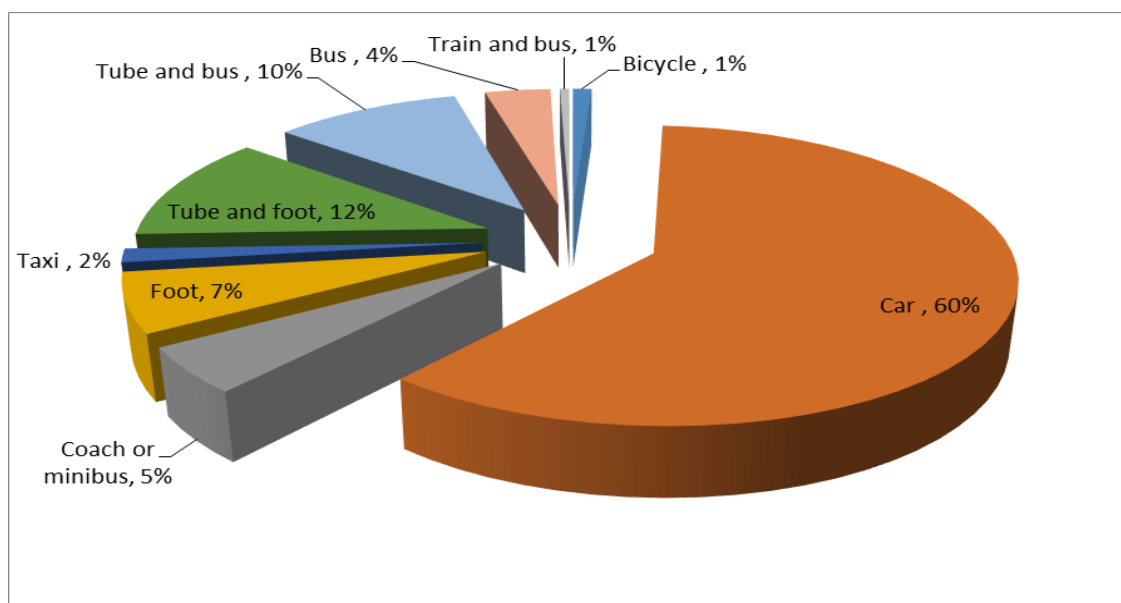
Our latest visitor research covering 2014/2015 indicates that across all our visitor types:

- 53% visitors arrived by car
- 40% used public transport, of which 36% arrived via London Underground
- Fewer than 1% arrived by bicycle

Average occupancy of a car arriving at the Museum is 3 people.

A half term snapshot conducted by the Colindale Community Researchers of a representative sample of museum visitors gives a richer picture of a Museum busy time (ie holiday, 10-5.30) access

Fig 4.1.1 Transport modes by visitors to the RAF Museum



The Museum's visitors are counter-cyclical to normal business traffic.

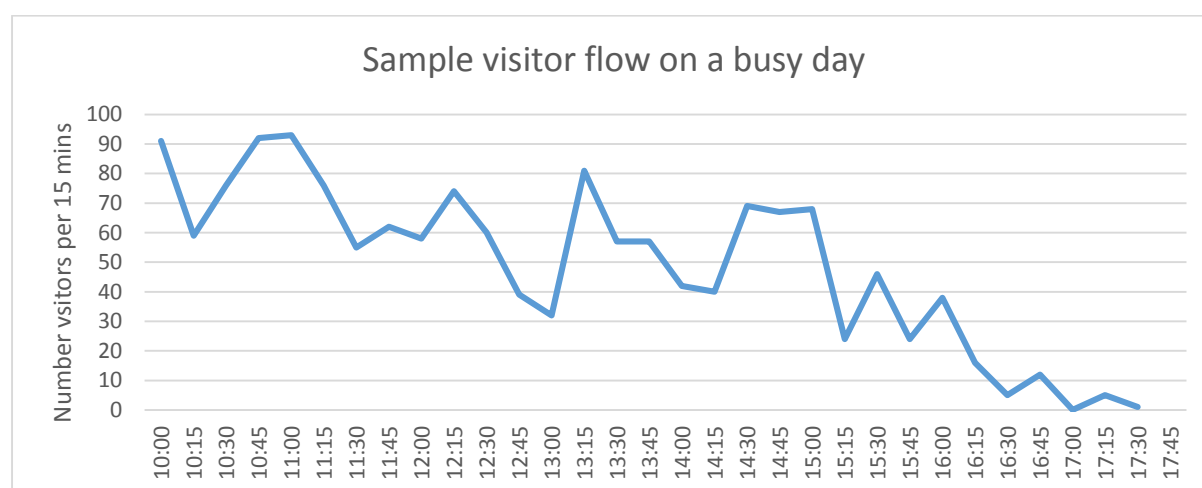
Typical volumes of visitors per day show that the busiest times are at the weekends and holidays

Table 4.1.2 Range of visitors and average number of visitors at key visit profiles

2014/15 visitor count	Term-time weekday	Term-time weekend	Holiday weekday	Holiday weekend
Range	137-910	300-1568	296-2140	467-1512
Average	297	744	904	822

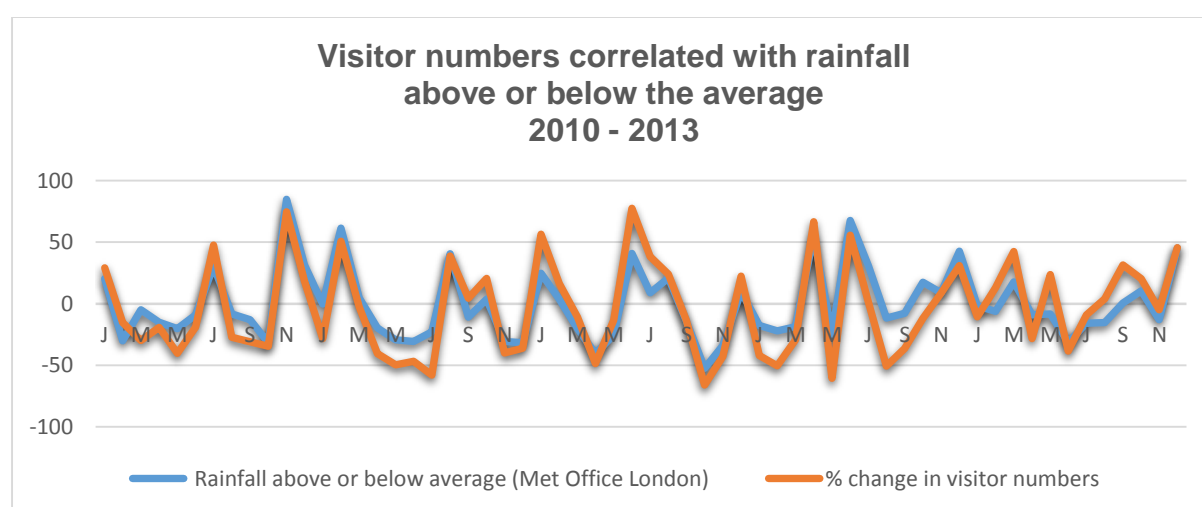
Visitor arrivals predominate between the hours of 10am and 3pm

Fig 4.1.3 Flow of visitors arriving at the Museum on a busy day



Visitors come to the museum on a rainy day.

Fig 4.1.4 Visitor number profile matched with rainfall



The Museum is targeting a 50% increase in visitors from 2018. It anticipates

+ 144,000 for London

- 70,000 from Greater London Region – Tube & Bus Campaign
- 30,000 from the South East – Main Line Stations & Radio
- 14,000 from the rest of England – PR & advertising in aviation mags
- 5,000 from rest of U.K – PR Opportunities
- 5,000 from US and Canada – strategic online advertising, Visit Britain
- 5,000 from France – strategic online advertising, Visit Britain
- 5,000 from Poland – strategic online advertising, Visit Britain, PR
- 2,000 from Australia & New Zealand – same as above
- 8,000 from rest of the world - Visit Britain, PR, online advertising

## 4.2 Staff, volunteer and contractors

The RAF Museum directly employs 110 staff in the London museum across its charity and trading company. A third of these staff work on a shift basis. Outsourced contractors include facilities management and catering operations. More than 200 volunteers assist the Museum on intermittent days.

The Museum is a national visitor attraction open 7 days a week for 360 days of the year. 50% of the workforce is shift staff who work a 7am-7pm shift pattern across the 7-day operation.

Office staff have core hours between 10 and 4 and work a wide range of hours around this, generally during the week.

Volunteers tend to be on site on one weekday and one weekend day per week.

Car passes are issued annually to staff, volunteers and contractors. 71 staff and 10 contractor passes have been issued. 64 volunteer car passes have been issued.

Bicycle loans and season ticket loans for rail travel are offered by the Museum to all its staff.

Staff, volunteers and contractors were surveyed in 2016 about their travel habits

106 responses were received, with the majority from staff.

Fig 4.2.1 Working patterns of respondents

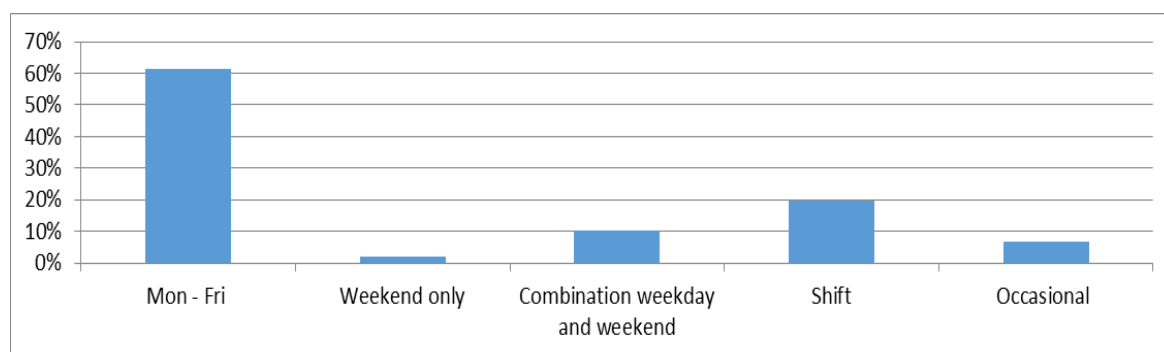




Fig 4.2.2 Mode of transportation

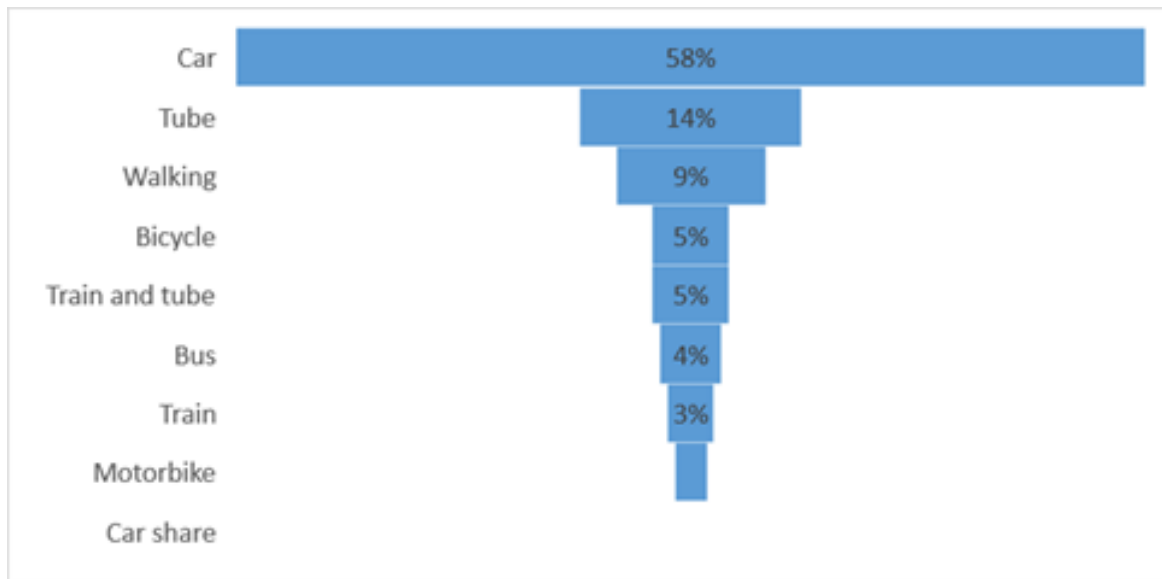


Fig 4.2.3 Reason given for car use

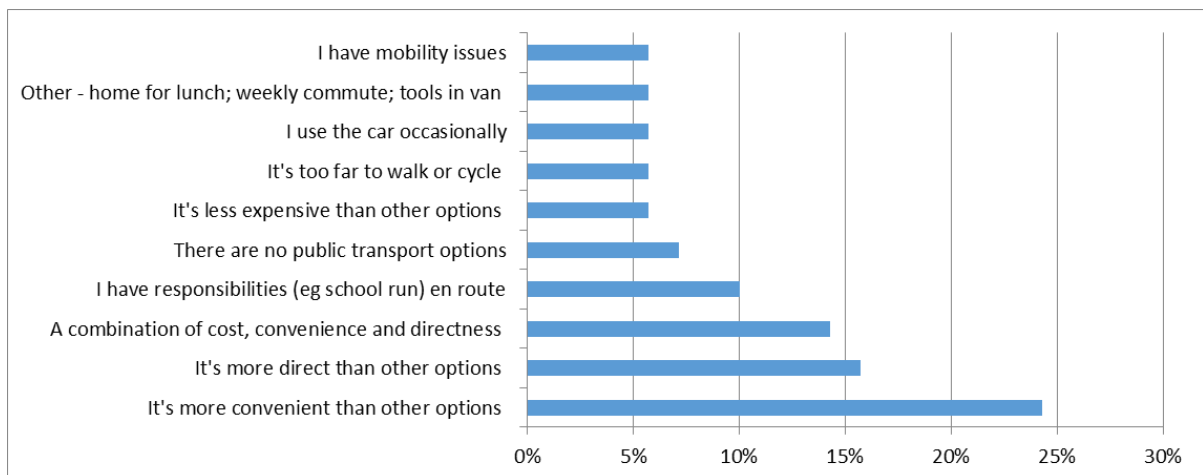
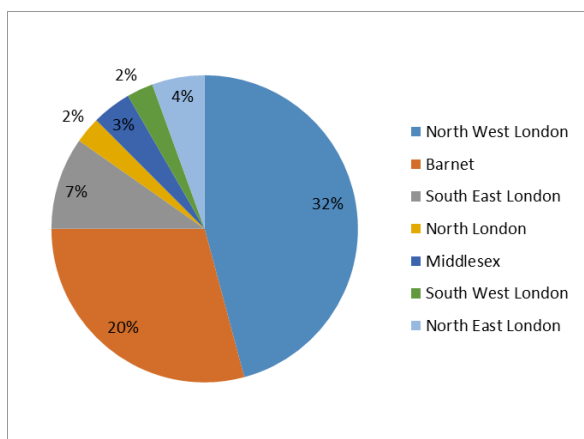
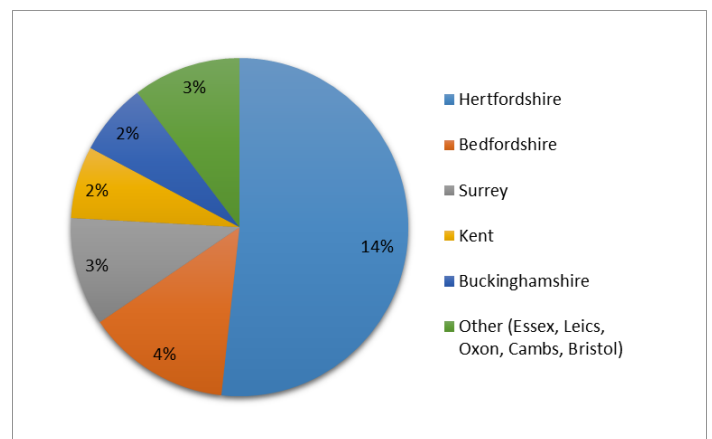


Fig 4.2.4 and Fig 4.2.5 Travel origins

Londoners: 70% total



Out of towners: 30% total





## 5. Objectives

- To encourage more people to visit the RAF Museum by public transport
- To encourage a higher proportion of visitors to travel by public transport
- To encourage local people to consider walking or cycling to the RAF Museum
- To encourage more staff to consider public transport options
- To encourage more staff to consider walking or cycling to work
- To encourage more staff to consider upgrading to electric vehicles
- To encourage more staff and volunteers to consider car share

## 6. Targets

### 6.1 London-wide targets

To help set targets in context, the Mayor's Transport Strategy aims to:

- Achieve a 5% modal share for cycling (currently 2%)
- Significantly increase walking mode share above the current 24%
- Reduce private motorised transport by 4% from a base of 43%

Where RAFM sits against these targets:

	London baseline	RAFM Visitors	RAFM Staff
Cycling	2%	<1%	5%
Walking	24%	7%	9%
Driving	43%	53%	58%

### 6.2 Targets for staff, volunteer and contractor travel

- Reduce car use to 45% of staff by 2020
- Increase walking or cycling to work to 20% by 2020
- 2 long range commuters consider electric vehicles by 2020
- 2 car shares in operation by 2020

### 6.3 Targets for visitor travel

- 60% new visitors to the Museum will choose to arrive by public transport
- 60% of all visitors to the Museum will have arrived by sustainable means
- 95% Colindale visitors will walk or cycle to the Museum
- The Museum will establish Barnet- specific baseline data and set targets by 2018

## 7. Package of measures

### 7.1 Changing visitor behaviour

#### 7.1.1 Infrastructure development

- Secure bike parking evident at entrance
- Clear and attractive walking route to Museum, including new digital interpretation of the wider RAF Hendon site.
- Creation of 'nice day' green space as community resource
- Provision of staff and visitor electric car charging points

#### 7.1.2 Management changes

- Parking restrictions during build
- Research on Barnet visitors' travel for benchmark
- Review of parking prices strategy

#### 7.1.3 Promotional activity

- Local promotion for walking/ cycling only visitors to site under development
- Advertising campaigns on tubes and buses
- Targeted campaigns to Londoners
- Targeted campaigns to younger people (13-19)
- Prioritisation of public transport on website
- Promotion of local improvements to walking routes
- Provision of mobile site with direct link
- RAFM Web banner campaigns

#### 7.1.4 Event programming

- Events programme to encourage summertime 'walk-to' destination green space
- Event programming specific to local Colindale residents

## 7.2 Changing staff behaviour

### 7.2.1 Infrastructure development

- Provision of electric car charging points in the staff car park
- Provision of dedicated staff cycle parking

### 7.2.2 Management changes

- Restrictions on parking during the redevelopment build
- Electric car cost/benefit analysis toolkit

### 7.2.3 Promotional activity

- Internal campaign to make the switch during development of the site
- Travel plan welcome pack
- Electric car cost/benefit toolkit
- Travel mapping to identify car share partners
- Local area promotion

## 8. Management

The RAF Museum has a standing Green Committee that drives and monitors the organisational change required for more sustainable practice.

The Green Committee comprises:

- Assistant Director London, with strategic responsibility for the operation of the London site
- Buildings and Engineering Services Manager, our Green Champion
- A cross-section of staff from all levels of the organisation with a remit to lead by example and highlight opportunities for best practice.

The Assistant Director London will be the Travel Champion for the RAF Museum and responsible for measures designed to nudge staff behaviour

The Head of Marketing will be responsible for managing communications and marketing for the Travel Plan and for monitoring visitor behaviour through regular research

The Centenary Programme Manager will be responsible for co-ordinating staff access during the redevelopment, helping to suggest and trial new ways of commuting.

The Centenary Programme Manager and the Project Manager will be responsible for the capital changes on the site. As they are both 100%-electric car users, they lead by example.

## **9. Monitoring**

The travel plan will be monitored by the responsible departments, with data examined once a year by the Green Committee.

Visitor behaviour will be monitored in a manner consistent with the baseline data using professional researchers from the Association of Leading Visitor Attractions (ALVA)

Staff behaviour will be monitored through further survey at 12 month intervals to keep the Green Committee informed of progress.

## 10. Action plan

Objective	Target	Measures			Responsibility	Monitoring progress	Cost
		Short 2017	Medium 2018	Long 2019-2020			
To encourage more people to visit the RAF Museum by public transport or sustainable travel.	60% new visitors to the Museum by public transport	Local promotion for walking/ cycling only visitors to site while it is re-developed			Head of Marketing	80% new visitors travel without cars in 2017	£5,000
			Advertising campaigns on tubes and buses targeting their users and promoting them as the means of access		Head of Marketing	50% new visitors in 2018 arrive by means other than car	£100,000
			Provision of visitor electric car charging points for 6 users at a time		Centenary Programme Manager		£30,000
				Advertising and PR campaign targeted to Londoners promoting public transport access	Head of Marketing	55% new visitors arrive by means other than car in 2019; 60% in 2020	£25,000
				Advertising campaigns on tubes and buses targeting their users and promoting them as the means of access	Head of Marketing	55% new visitors arrive by means other than car in 2019; 60% in 2020	£25,000
				PR, social media and event campaign to younger people (13-19) to access the site by public transport	Head of Marketing	95% unaccompanied new young visitors arrive by sustainable means.	£10,000

Objective	Target	Measures			Responsibility	Monitoring progress	Cost
		Short 2017	Medium 2018	Long 2019-2020			
To encourage a higher proportion of all visitors to travel by public transport	60% of all visitors to the Museum will arrive by sustainable means.	Prioritisation of public transport options on website			Head of Marketing	Web promotion of public transport on front page throughout 2017	£100
		Parking restrictions during build – extensive signage			Assistant Director London	70% all visitors arrive by public transport in 2017	£2500
			In-house information next to parking ticket machines about public transport options		Centenary Programme Manager	100% parking visitors see other travel options.	£800
				RAFM Web banner campaigns	Head of Marketing	Web promotion of transport options on front page 50% of time 2019-2020	£150
				Review of parking prices strategy	Chief Financial Officer	2019 review to assess pricing	£0

Objective	Target	Measures			Responsibility	Monitoring progress	Cost
		Short 2017	Medium 2018	Long 2019-2020			
To encourage local people to consider walking or cycling to the RAF Museum	95% Colindale visitors will walk or cycle to the Museum	Promotion of local improvements to walking routes			Head of Marketing	90% Grahame Park visitors feel safe to walk to the Museum	£250
	Establish data for the rest of Barnet and set target	Provision of mobile site with direct link to bring walkers to museum			Head of Marketing	10% walkers use mobile site	£5000
		Research on Barnet visitors' travel for benchmark and set targets			Head of Marketing	Research concluded and target set by 2018	£2500
			Secure bike parking evident at entrance		Centenary Programme Manager	Bike parking in place by Easter 2018	£10,000
			Clear and attractive walking routes to Museum, including new digital interpretation of the wider RAF Hendon site.		Centenary Programme Manager	Interpretation in place by end March 2018	£100,000
			Creation of 'nice day' green space as community resource		Centenary Programme Manager	Landscaping works complete summer 2018	£2,000,000
				Events programme to encourage summertime 'walk-to' destination green space	Assistant Director London	1000 Colindale residents walk to events in 2019/2020	£5,000



Objective	Target	Measures			Responsibility	Monitoring progress	Cost
		Short 2017	Medium 2018	Long 2019-2020			
To encourage more staff and contractors to consider public transport options	Reduce car use to 45% of staff by 2020	Internal campaign to make the switch during development of the site			Assistant Director London	50% car users find other options during the 2017 build period	
			Include staff travel mode promotion in retendered subcontracts		Chief Financial Officer	60% subcontract staff use sustainable means by 2019	
				Travel Plan internal promotion to staff and contractors	Assistant Director London	Car use reduced to 50% by 2019	
To encourage more staff to consider walking or cycling to work	Increase walking or cycling to work to 20% by 2020	Travel plan welcome pack to all new staff, volunteers and onsite contractors			Assistant Director London	Travel Plan and travel options pack to 100% staff, volunteers and contractors in 2017	£2500
			Dedicated staff cycle parking, convenient, secure and covered		Centenary Programme Manager	Cycle racks installed by summer 2018	£15,000
				Staff tour of local area to promote improvements and renewed sense of security (including area heritage)	Assistant Director London	Walking to work increased by 3% by 2019	£1200
To encourage more staff and volunteers to consider an upgrade to electric vehicles	2 long range commuters consider electric vehicles by 2020		Provision of electric car charging points in the staff car park		Centenary Programme Manager	Charging for 4 vehicles made available by summer 2018	£8000
				Cost/benefit analysis toolkit	Centenary Programme Manager	Toolkit available to 100% staff with digital travel pack	£1000
To encourage more staff to consider car share	2 car shares in operation by 2020	Internal campaign to make the switch during development phase			Assistant Director London	1 car share identified and being used in 2017	£50
			Location matching map created to assist existing and new staff		Centenary Programme Manager	1 car share identified and being used in 2017	