

SUSTAINABLE TRAVEL PLAN

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On: **29 August 2017**

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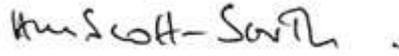
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Burton Hospitals NHS Foundation Trust

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REVIEW AND AMENDMENT LOG

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1	New Policy	August 2017	New Policy

SUSTAINABLE TRAVEL PLAN

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Burton Hospitals NHS Foundation Trust

SUSTAINABLE TRAVEL PLAN

1 INTRODUCTION

Burton Hospitals NHS Foundation Trust (BHFT) comprises three sites, employing over 3000 staff:

- ✓ Queen's Hospital, Burton-upon-Trent (QHB)
- ✓ Samuel Johnson Community Hospital, Lichfield (SJ)
- ✓ Sir Robert Peel Hospital, Tamworth (SRP)

All three sites are serviced by local public transport facilities, and information regarding the location of each site in proximity to public transport links is available on the public website, and the sustainability section of the Trust intranet. Over three million vehicles visited BHFT throughout 2016, with an average of 9,800 vehicle movements across BHFT each day. On-site parking is available at all BHFT sites, but it is widely recognised that car parking demand outweighs available spaces at BHFT as is the case with many NHS organisations.

In addition to the practical issues surrounding the use of the car parks, BHFT is also aware of the health and environmental problems that over-dependence on car use causes. Overall, the NHS is responsible for approximately 25% of public sector emissions within the UK, and 5% of all road traffic within England. Moreover, two-thirds of all UK journeys (and 40% of journeys less than two miles) are made by car. Many of these journeys could be made on foot, by bicycle, or using public transport. While each trip might not seem significant, short car trips add up to a substantial amount of unnecessary car use and choosing sustainable travel options has a number of benefits:

- ✓ Improved health and wellbeing
- ✓ Reducing the environmental and economic costs to society caused by over-reliance on cars
- ✓ Helping to improve road safety by reducing the number of vehicles on the road
- ✓ Financial benefits

2 PURPOSE

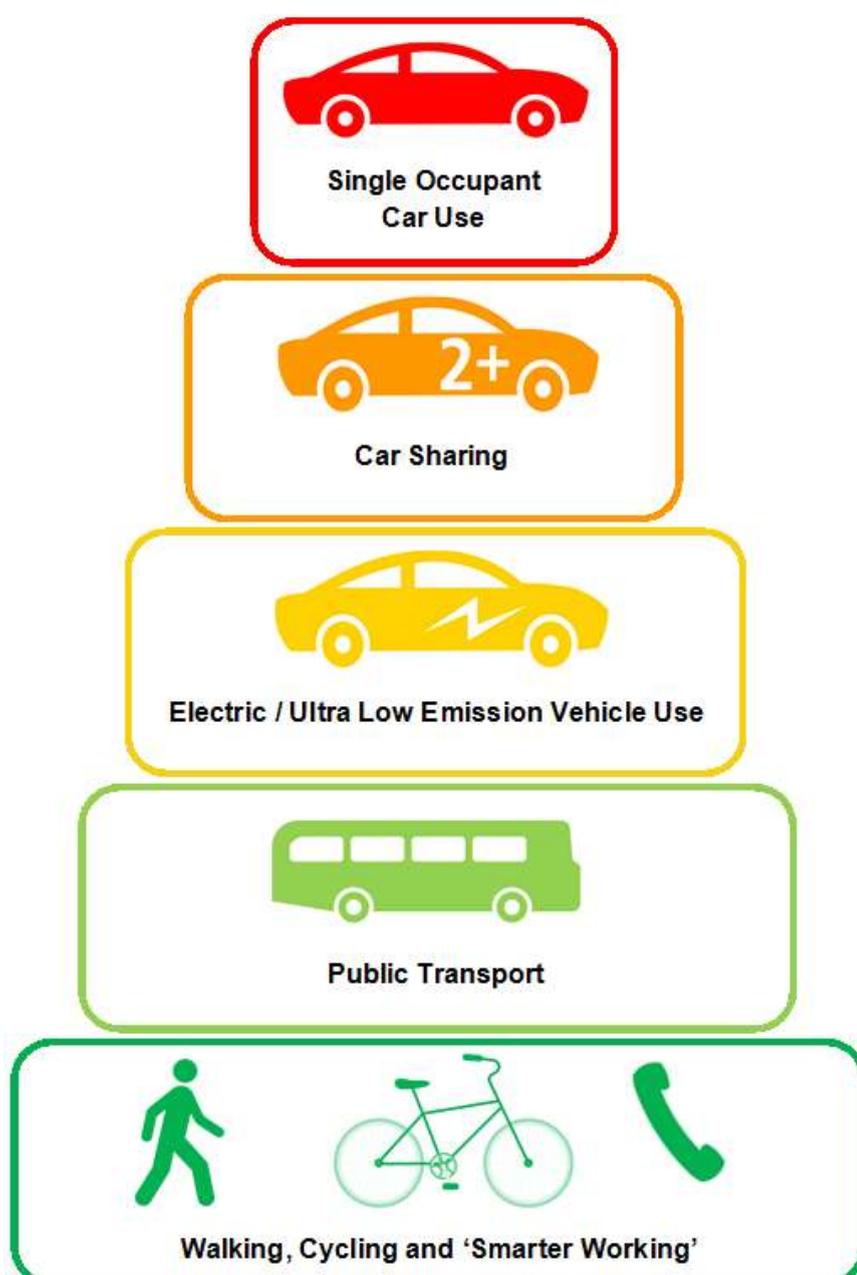
BHFTs Sustainable Travel Plan presents targets for the use of sustainable transport methods, including the dates by which targets must be achieved. A staff travel survey will be completed annually, and the results used to assess progress towards targets and to identify areas for future improvement. The results of future staff travel surveys will be published within annual Sustainable Travel Plan updates which will be made available on the sustainability section of the Trust intranet and on the public website. Annual updates to the Sustainable Travel Plan will ensure that it remains up to date, and takes into consideration any future developments in Trust/Government policy.

3 OBJECTIVES

The overarching objectives of the Sustainable Travel Plan are to reduce the environmental impact of BHFTs operations, and to contribute positively to the health of staff through increasing active travel.

4 WHAT IS SUSTAINABLE TRAVEL?

Sustainable travel is defined as “transport that minimizes harmful effects on the environment and the depletion of natural resources, such as walking, cycling, and fuel-efficient public transport,” which can therefore be “sustained in the long term”. The Trust will always seek to promote the most sustainable form of travel in line with its sustainability objectives (outlined within the Trust Sustainable Development Management Plan). As such, the Trust commits to promoting modes of transport in line with the sustainable travel hierarchy:



5 WHY IS A REDUCTION IN CAR USE REQUIRED?

5.1 Climate Change:

The UK Government has taken steps to reduce greenhouse gas emissions, through the implementation of legally binding targets such as those within The Climate Change Act (2008). The Climate Change Act imposes a target for the UK to reduce overall emissions to at least 80% of the levels observed in 1990 by 2050, and meeting this target will require substantial decarbonisation of the transport sector. Further information regarding climate change, and the implications that it poses for the healthcare sector, are detailed within the Trust Sustainable Development Management and Climate Change Adaptation Plans.

5.2 Air Pollution:

Road transport is a major source of air pollution in the UK and, whilst air quality has improved substantially in recent decades, air pollution is evidenced to reduce life expectancy by an average of six months in the UKⁱⁱ and contributes to thousands of hospital admissions annuallyⁱⁱⁱ.

Levels of nitrogen dioxide, carbon monoxide, hydrocarbons and particulates are highest in towns and cities where there is more traffic; but air pollution from road traffic affects all areas. The main pollutants of concern in the UK are particulate matter (PM), oxides of nitrogen (NO_x), and ground level ozone (O₃), but fine particulate matter (PM_{2.5}) has the greatest impact on public health^{iv}. Fine particulate matter is able to penetrate deep into the lungs and research shows that short and long-term exposure is linked with a range of health outcomes including respiratory and cardiovascular effects^v.

5.3 Noise Pollution:

Noise pollution is one of the largest contributors to the negative physical environment, with road/traffic noise providing the largest source of noise pollution in urban areas^{vi}. The World Health Organisation (WHO) suggests that traffic noise negatively impacts the health of just under one third of the population in the WHO European Region. WHO define health as complete physical, mental and social well-being, rather than it being the absence of disease/infirmity. As a consequence, WHO suggest that the high levels of annoyance caused by environmental noise (such as road traffic) must be considered as an environmental health burden. In fact, WHO deem sleep disturbance and annoyance related to road traffic noise to contribute to most of the burden of environmental noise within Western Europe^{vii}.

6 THE CURRENT POSITION

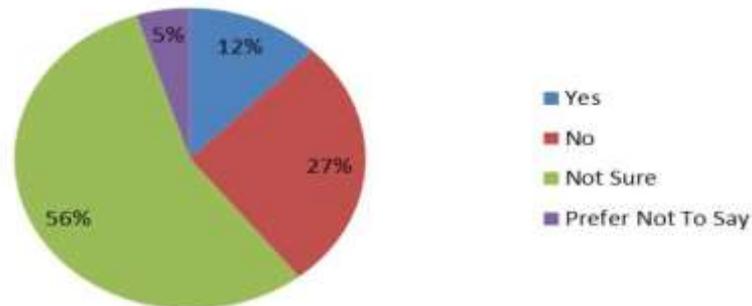
6.1 Travel Survey:

A Trust-wide travel survey was conducted in July 2016, to provide a baseline of staff travel behaviours, against which targets have been set. A detailed report of the results can be obtained via the sustainability section of the intranet.

6.1.1 Key findings:

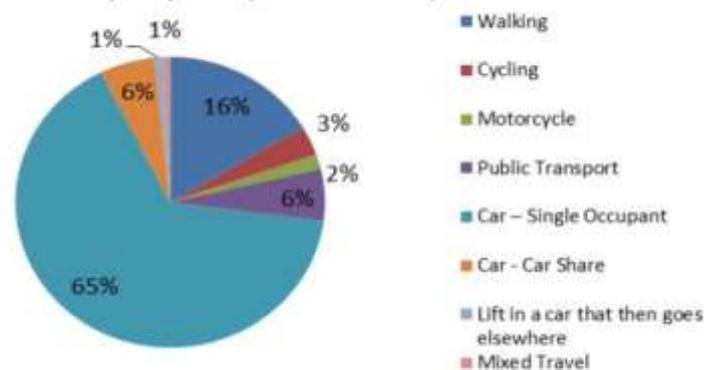
Data obtained within the survey indicates that BHFT are not seen by staff to actively encourage and facilitate sustainable travel.

In your opinion, does BHFT encourage and facilitate responsible car use and sustainable travel?



Single occupancy car travel is used as a means of commute by most staff, with 65% of respondents using this mode of transport as their primary method of commute. Only 6% of respondents utilise public transport as a primary means of travel during their commute, with car sharing and cycling used by only 6% and 3% of respondents respectively.

What is your primary mode of transport into work?



Despite only 7% of respondents stating that they would like to use their car less frequently for their commute, a significant number of participants indicated that they could be encouraged to use cycling (48%), public transport (43%) or car sharing (68%). Popular measures amongst those who could be encouraged to use alternative transport methods include undercover/secure cycle storage, shower facilities, discounted public transport fares, suitable car sharing schemes, discounted parking for car sharers and designated car sharing spaces.

6.1.2 Summary of findings:

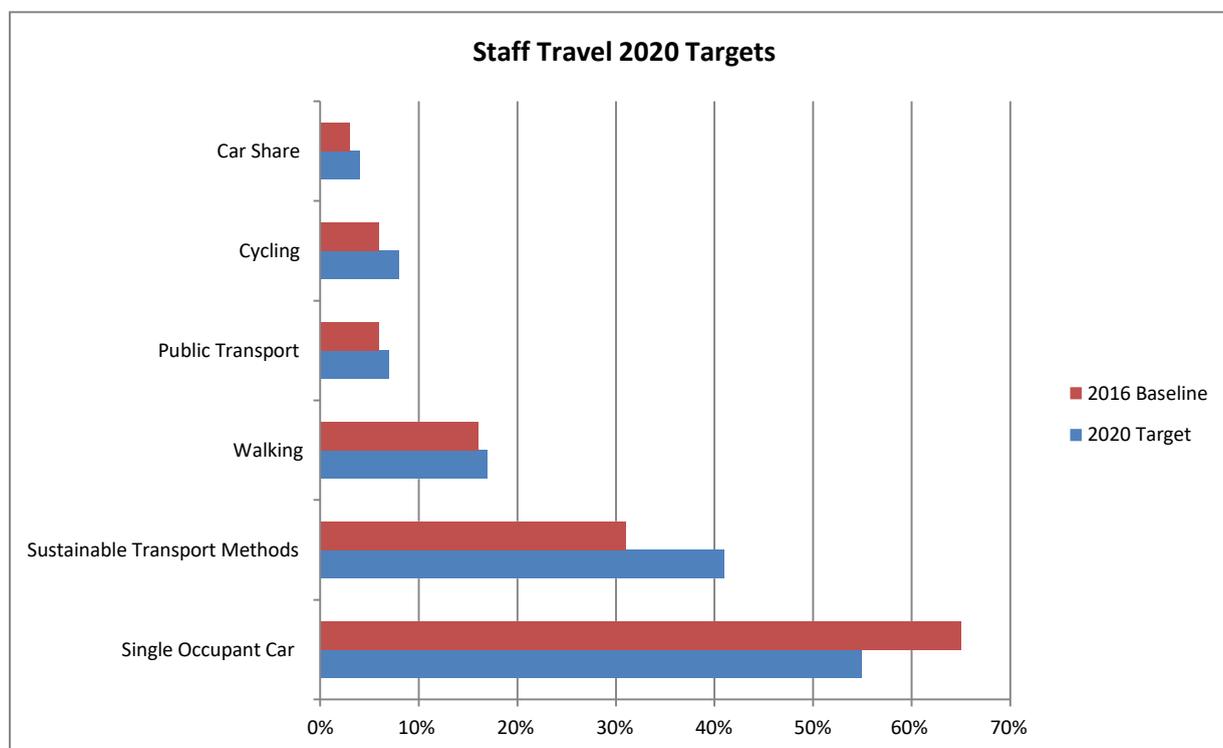
The results of the survey suggest an overreliance on single occupant car travel (utilised as a primary means of transport by 65% of participants) within the Trust. The data also highlights reluctance in adopting sustainable transport measures, evidenced in 88% of participants responding 'not applicable' when asked whether they would like to use their car less.

However, a significant number of respondents stated that they could be encouraged to use cycling, public transport or car sharing (68%) during their commute providing that measures are implemented to promote such travel options.

7 TARGETS

Using the baseline established in July 2016's travel survey, BHFT has agreed the following targets which should be met by 2020:

- ✓ The percentage of staff utilising single occupancy car travel as a primary means of commute must decrease by 10% compared to 2016 baselines.
- ✓ The percentage of staff utilising sustainable transport methods (walking, cycling, car sharing or public transport) as a primary means of commute must rise by at least 10% compared to 2016 baselines.



8 ENGAGEMENT

8.1 Staff Engagement:

This Sustainable Travel Plan has been developed as a resource for staff to use, in order to make knowledgeable choices about their travel options. Various awareness campaigns will be held throughout the Trust, as discussed in section 10.

8.2 Community Engagement:

The Trust recognises that offsite car parking problems exist in the communities surrounding BHFT due to staff, patients and visitors parking on residential streets. The Trust is keen to reduce its impact on local residents, as such; Residents Forums take place in Café Retreat on a quarterly basis.

Residents Forum meetings are used as a platform through which discussions around car parking issues within the local community can be held - with membership of the Forum including local residents and representatives from the Council. The Trust also recognises its responsibility to promote active and sustainable travel amongst its patients and visitors – and this is a key action resulting from the development of this Travel Plan.

9 SUSTAINABLE TRAVEL OPTIONS

The Trust recognises that, to successfully encourage alternatives to less sustainable transport options, different facilities may need to be introduced across the Trust, as outlined below:

Method	Facilities Required	Section
Car Sharing 	Priority spaces for car sharers, discounted parking for car sharers, car share scheme with emergency lift home service etc.	9.1.1
Pool Vehicles 	Provision of electric pool vehicles for use during business travel.	9.1.2
Electric Vehicles 	ULEV charging points.	9.1.3
Public Transport 	Discounted fares, maps showing local routes and timetables, encouraging use of real-time route/service information.	9.2
Cycling 	Cycle storage, shower and changing facilities, maps showing local cycle routes, bicycle user groups, cycle to work scheme.	9.3
Walking 	Maps showing safe footpaths, walking groups, small incentives such as pedometers (to encourage friendly competition).	9.4
'Smarter Working' 	Teleconferencing, remote working, home working.	9.5

9.1 Car Travel:



Many staff currently undertaking their commute by car may be able to switch to alternative transport methods which, in addition to being healthier and better for the environment, may also prove to be quicker and cheaper. Research shows that staff engaging in walking or cycling as a means of commute are less

stressed, and better able to concentrate during the day, compared to those using a car^{viii}.

For journeys that must be made by car, drivers can travel more sustainably by keeping to a lower speed and avoiding harsh braking and acceleration- this will produce fewer emissions and improve fuel efficiency. 7% more fuel is used for every 5mph driven over 60mph, meaning that slower driving is not only safer but also saves money on fuel and reduces emissions^{ix}. Information detailing the volumes of 'Carbon Equivalent' (CO₂e) emissions that an average car would produce annually, for commutes to work of various distances, is available on the sustainability section of the BHFT intranet. This information will also be shared with staff during national campaigns and events to promote sustainable travel. The aim of such information is to provide staff with information required to make informed choices regarding the environmental impact of their driving.

Actions:

- ✓ Develop a communications plan to promote sustainable travel (including business travel), in line with the sustainable travel hierarchy.
- ✓ Assess the possibility of tailoring staff car parking tariffs to include consideration of vehicle emissions and frequency of car park use – to provide incentives for ULEV uptake and reduced car use.

9.1.1 Car Sharing



Car sharing is an excellent way of reducing the environmental impact of a commute for those who are unable to use public transport, walking or cycling. Car sharing also reduces the travel and car parking costs incurred during the commute; a typical commuter can save up to £1,000 per year on travel costs if they car share every day^x.

The Trust uses various national campaigns (outlined in section 10) to promote the benefits of car sharing. In addition, the Trust is registered with Staffordshire Share-A-Lift, an online service that enables people to find a potential car-sharing partner travelling on a similar route to work. Full terms and conditions of the scheme are available on the car parking section of the Trust intranet.

The Trust recognise that there are limited staff parking spaces on site, and providing dedicated parking spaces for those that car share was highlighted as a means of incentivising such travel methods during the Staff Travel Survey. Other means of facilitating car sharing include providing emergency lift home services / refunds for the cost of returning home, should the

driver in a car share group be unable to complete the return journey.

Actions:

- ✓ Assess the allocation of dedicated parking spaces for the use of car sharers;
- ✓ Evaluate the existing Trust car sharing scheme to identify areas for improvement – including an emergency lift home service, allowing car sharers to park independently from the group in mitigating circumstances etc.

9.1.2 Business Travel and Pool Cars



BHFT staff travel approximately 320,000 miles for business purposes each year. These business miles are routinely conducted using private vehicles owned by employees (grey fleet vehicles). Grey fleet vehicles are typically older than company/pool cars and therefore have fewer safety features and prove to be more harmful to the environment^{xi}. As a consequence the Trust will promote the use of car sharing and sustainable transport for business travel. The Trust will also annually review grey fleet mileage to assess whether the implementation of a pool of electric or ultra-low emissions vehicles is feasible (9.1.3). ‘Smarter working’ practices will also be assessed and evaluated to reduce the requirement for business travel to be undertaken (9.5).

The NHS Sustainable Development Unit suggest that financial reimbursement systems for car mileage are embedded into NHS organisational culture; with staff viewing business mileage payments as a reward rather than recompense. The NHS SDU also state that many staff consider business mileage payments to ‘top up’ their regular salary, as each mile travelled generally brings an income to the employee greater than the marginal cost of travelling (the cost of fuel etc). Transitioning towards low carbon personal car use for business travel within the NHS requires a review of incentives for business car travel, including a move away from reimbursing staff more for larger engine cars compared to small, electric and hybrid cars. The SDU suggest that a cultural shift away from the reimbursement of staff business miles, regardless of what decisions they make regarding their choice of travel method, is required^{xii}.

Actions:

- ✓ Develop means of reviewing travel requirements for staff, patients and visitors- including incentivising public transport for business travel.
- ✓ Develop means of monitoring emissions produced by Trust fleet and grey fleet vehicles.

- ✓ Review recurring business mileage expenditure to identify meetings that could be conducted by teleconferencing.
- ✓ Review grey fleet mileage to establish whether the implementation of a pool of electric vehicles is feasible for business travel.
- ✓ Develop communications plan to increase staff consideration of other methods of business travel (opposed to single occupant car use).
- ✓ Review business mileage scheme.

9.1.3 Electric Vehicles:



Emissions from road transport contribute to poor local air quality, and increased use of electric vehicles will reduce air pollution attributable to road traffic. There are three types of electric vehicles (Battery Electric Vehicles, Plug-in Hybrid Electric Vehicles and Extended Range Electric Vehicles), all of which produce lower emissions than conventional vehicles. Electric vehicles charged using ‘mains’ electricity have 20% fewer lifetime emissions compared to conventional vehicles^{xiii}. In addition, it can cost less than 2p per mile to drive some electric vehicles compared to approximate costs of 12p per mile for an average conventional vehicle^{xiv}. The Trust currently has one fully electric vehicle within its fleet – utilised within the Medical Records department. The vehicle was, and continues to be, well received within the department.

Actions:

- ✓ The viability of installing electric vehicle charging facilities will be assessed within any future staff car parking developments to promote the use of these vehicles amongst staff. The Trust will also strive to implement publically accessible electric vehicle charging facilities where practicable.
- ✓ The Trust will also consider replacing its own fleet vehicles with electric or ultra-low emission equivalents when existing fleet vehicles reach the end of their working life, or sooner where practical.
- ✓ Review car lease scheme arrangements to encourage the use of low emitting vehicles

9.2 Public Transport



Public transport reduces the number of cars on the road- it is estimated that a full bus can take up to 50 cars off the road. As a consequence, utilising public transport is an excellent way of reducing noise and air pollution attributable to road traffic. Public transport users are also more active, as there is often a requirement to walk to stops and final destinations^{xv}.

9.2.1 Bus Travel

Bus stops, serviced by a number of routes, are conveniently located adjacent to all three BHFT sites. Information regarding the public transport routes that service each BHFT site is available on the public website and the sustainability section of the Trust intranet. The Trust actively seeks to engage with local bus companies view a view to obtaining benefits for BHFT staff.

Actions:

- ✓ Liaise with bus companies regarding discounts for staff and visitors to Trust sites.
- ✓ Liaise with bus companies to ensure that planned routes and services correspond with the needs of Trust staff, patients and visitors.

9.2.2 Train Travel

Railway stations serving a number of destinations are located near to each BHFT site. The public website and the sustainability section of the BHFT intranet contain further details regarding public transport links for each BHFT site.

9.3 Cycling



Aside from the environmental benefits of cycling, it is an excellent form of exercise and those who cycle regularly in mid-adulthood generally have a fitness level equivalent to a person 10 years their junior. Cycling is an excellent method of exercise as it raises the metabolic rate and burns up to 500 calories per hour (which is more than walking or swimming). Despite this, the Active People Survey^{xvi} found that in England only 3% of adults over the age of 16 cycle five times a week, and 65% of over 5's cycle less than once a year. However, cycle use is increasing, with cycle traffic rising almost every year since 2008^{xvii}. The sustainability section of the Trust intranet contains useful information for those considering cycling as a sustainable transport option, including cycle safety and maintenance guidance.

9.3.1 Cycle to Work Scheme:

The Trust is part of the 'Cycle to Work' scheme which enables staff to obtain a bicycle and cycling accessories through salary sacrifice. BHFT provide the Cycle to Work scheme via Cycle Solutions, who offer various products at key points throughout the year. Information will be placed on the Trust Intranet each time Cycle Solutions offer the scheme to staff. Cycle Solutions; also provide a free mobile phone application to enable users to:

- ✓ Plan their bicycle route
- ✓ View the distance cycled
- ✓ View the number of calories burnt
- ✓ View equivalent CO₂ and financial savings from using a bicycle rather than a car to undertake journeys

Actions:

- ✓ Review the existing cycle to work scheme provider to ensure that the Trust offers staff a scheme that meets their needs, consider whether increased purchase windows and options to physically/visually assess bicycles prior to purchase would increase uptake on the scheme.

9.3.2 Cycle Lockers and Charging Points:

Various cycle racks are available across the Trust, to which bicycles can be secured. The Trust also provides a limited number of secure cycle lockers which are free for staff to use, upon receipt of a refundable deposit. The Trust are looking to provide additional bicycle storage and shower/changing facilities, following the Staff Travel Survey in which it was indicated that these measures would encourage staff to use cycling as a means of commute. The Trust are also looking into the installation of charging points for electric bicycles, for the use of cyclists that utilise electric bicycles.

Actions:

- ✓ The viability of installing improved cycling facilities- including electric bicycle charging points, cycle lockers and shower/changing facilities for staff and cycle storage (for visitors) will be evaluated.

9.4 Walking:



Walking is the most sustainable form of travel as it burns no fossil fuels, involves no harmful emissions and bears no cost. In addition, walking is suggested to promote social inclusion – as it is a mode of transport that a wide proportion of the population (regardless of age, gender, education or income) can participate in^{xviii}. Regular walking has also been shown to reduce the risk of chronic illnesses, including heart disease, type 2 diabetes, asthma, stroke and some cancers^{xix}.

The Trust recognises that many staff live within walking distance of their place of work, subsequently, a 0.5 mile exclusion zone is in operation at QHB. The exclusion zone is in operation at QHB, to encourage staff living a short distance from their place of work to make use of sustainable travel options. An exclusion zone is not presently in effect at SJ and SRP, however, implementation of an exclusion zone surrounding these areas will be considered by the Trust in order to encourage staff living within close proximity of these sites to choose sustainable travel options.

On average most people can comfortably walk three miles an hour, meaning that staff living within the current exclusion zone will incur a walk of approximately 10 minutes^{xx}. The Trust will also therefore consider extending the exclusion zone above the

0.5 mile limit; in line with other NHS organisations. Staff living within the exclusion zone, whose main place of work is QHB, will not be granted a staff car parking permit unless mitigating factors apply. Full details of the exclusion zone are contained within the BHFT Car Parking Policy. The Trust also endeavours to liaise with relevant council bodies to promote pedestrian facilities around its sites, and on-site pedestrian access will be carefully considered throughout future developments on Trust premises.

Actions:

- ✓ Implement NICE guidance on physical activity and the environment- promoting active travel options.
- ✓ Assess the current exclusion zone, with a view to extending this.
- ✓ Evaluate whether an exclusion zone should be implemented at the Community Hospitals, in line with procedure at Queen's.
- ✓ Liaise with relevant council representatives to promote consideration of pedestrian facilities around its three sites.
- ✓ On-site pedestrian facilities and pedestrian access to services will be considered during new developments and refurbishments.

9.5 'Smarter Working':

A large amount of meetings within the NHS, and the Trust, are conducted face-to-face, however, tele/videoconferencing can often be used as an alternative. The use of tele/video conferencing will need to be embedded into organisational culture, the SDU suggest that all meeting rooms with NHS organisations should be fitted with tele/videoconference equipment, that is visible and ready to use at all times. Web-conferencing, which includes video, audio, instant messaging and document sharing offers further alternatives to business travel to face-to-face meetings. The SDU suggest that another enabling factor in reducing staff travel is facilitating and encouraging staff to work from home wherever possible^{xxi}.

Actions:

- ✓ Evaluate current tele/video/web conferencing facilities across the Trust – seeking to improve these where feasible.
- ✓ Develop a communications plan to promote the use of tele/video/web conferencing, opposed to business travel for meetings.
- ✓ Evaluate potentials for home working across the Trust.

10 EVENTS AND CAMPAIGNS

The Trust will engage with national campaigns to promote specific aspects of sustainable, active travel.

10.1 May- National Walking Month:

The Trust marks National Walking Month with organised lunchtime walks and a 'Team Steps Challenge' to encourage staff to get 'out and about'. The benefits of walking, compared to car travel, will be communicated to staff during National Walking Month.

In 2016, at least 350 Trust staff took part in Trust organised National Walking Month activities and over 4 million steps were walked by the 15 departments that took part in the Trust wide 'Team Steps Challenge.' The Trust aims to meet, or exceed this during future National Walking Month events.

10.2 June- Green Transport Week:

The aim of Green Transport Week, which runs between 11-19 June, is to celebrate and raise awareness of sustainable transport. Green Transport Week will be used as an opportunity to promote alternatives to car travel and information related to alternative travel options will be communicated to Trust employees.

10.3 June- National Bike Week:

National Bike Week aims to give people opportunities to discover the benefits of cycling, and using cycling as a mode of travel. During National Bike Week the Trust will promote the benefits of cycling to work as well as providing essential maintenance/safety information for cyclists. In addition, details of local National Bike Week events will be communicated to staff in order for them to take part in organised cycling activities outside of the Trust.

10.4 September- Cycle to Work Day:

The overarching aim of the Cycle to Work Day campaign is to encourage 1 million people to regularly utilise cycling as a means of commute by 2021. Cycle to Work Day aims to achieve this by encouraging people to try commuting via bike for at least one day.

Cycle to Work Day will be used by the Trust to promote the benefits of cycling to work, and the cycle to work scheme as well as providing essential maintenance/safety information for cyclists concerning cycling over the winter months.

10.5 September- Mobility Week:

Mobility Week takes place between 16-22 September each year, to promote sustainable urban transport. During Mobility Week participating local authorities are required to organise activities for citizens based on a particular topic, which changes each year. Though not a local authority, the Trust will use Mobility Week to promote sustainable travel options to staff.

10.6 October- National Liftshare Week:

National Liftshare week celebrates those that already car share, and promotes car sharing as a means of travel for those that have not previously tried it. During National Liftshare events will be held at the Trust to promote the benefits of car sharing, and to assist individuals hoping to find car share partners.

11 ACTION PLAN

The below action plan summarises required actions highlighted within this Travel Plan. The Sustainable Development Action Plan is a working document, thus information regarding timescales, responsibility for undertaking each action and progress towards completion will be consolidated within the Sustainable Development Action Plan rather than within this document.

Area	Action
Travel Survey	Conduct staff travel survey annually and communicate results to Trust Board, staff and the public.
Car travel	Develop a communications plan to promote sustainable travel (including business travel), in line with the Sustainable Travel Plan and sustainable travel hierarchy contained within.
	Assess the possibility of tailoring staff car parking tariffs to include consideration of vehicle emissions and frequency of car park use – to provide incentives for ULEV uptake and reduced car use.
Car sharing	Assess the allocation of dedicated parking spaces for the use of car sharers.
	Evaluate the existing Trust car sharing scheme to identify areas for improvement – including an emergency lift home service, allowing car sharers to park independently from the group in mitigating circumstances etc.
Business travel and pool cars	Develop means of monitoring emissions produced by Trust fleet and grey fleet vehicles.
	Develop means of reviewing travel requirements for staff, patients and visitors- including incentivising public transport for business travel.
	Review recurring business mileage expenditure to identify meetings that could be conducted by teleconferencing.
	Review grey fleet mileage to evaluate the implementation of a pool of electric vehicles for business travel.
	Develop a communications plan to increase staff uptake of sustainable travel methods for business travel.
Electric vehicles	Evaluate the viability of installing electric vehicle charging facilities within future staff and public car parking developments.
	Review car lease scheme arrangements to encourage the use of low emitting vehicles.
	Evaluate the implementation of electric or ultra-low emission vehicles within the Trust fleet.
Public transport	Liaise with bus companies regarding discounts for staff and visitors to Trust sites.
	Liaise with bus companies to ensure that planned routes and services correspond with the needs of Trust staff, patients and visitors.
Cycling	Review the existing cycle to work scheme provider to ensure that the Trust offers staff a scheme that meets

	<p>their needs- consider whether increased purchase windows and options to physically/visually assess bicycles prior to purchase would increase uptake on the scheme.</p> <p>Evaluate the viability of installing improved cycling facilities- including electric bicycle charging points, cycle lockers and shower/changing facilities for staff and cycle storage for visitors).</p>
Walking	Implement NICE guidance on physical activity and the environment- promoting active travel options.
	Assess the current exclusion zone, with a view to extending this.
	Evaluate the implementation of an exclusion zone at the Community Hospitals, in line with procedure at Queen's.
	Liaise with relevant council representatives to promote consideration of pedestrian facilities around the Trust.
	Consider on-site pedestrian facilities and pedestrian access to services during new developments and refurbishments.
Smarter working	Evaluate current tele/video/web conferencing facilities across the Trust – seeking to improve these where feasible.
	Develop a communications plan to promote the use of tele/video/web conferencing.
	Evaluate potentials for home working across the Trust.
Campaigns	Develop a communications plan for engagement in national sustainable travel events and campaigns.

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