1. BACKGROUND
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1.1 Introduction
The University Hospitals of North Midlands NHS Trust (UHNM) was established on 1 November 2014 following the integration of the former Mid Staffordshire NHS Foundation Trust and the University Hospital of North Staffordshire NHS Trust. The new Trust has two hospital sites — Royal Stoke University Hospital in Stoke-on-Trent and County Hospital in Stafford.

Following the formation of the new Trust, some changes are underway at both hospital sites. The changes at County Hospital include more emergency access clinics from expanded outpatient facilities, a standalone midwife-led birthing centre, an MRI scanner, a new frail elderly assessment service and more routine orthopaedic and eye surgery. Acute and major inpatient surgery, consultant-led maternity services and inpatient paediatric services are moving to Royal Stoke in 2015.

With the improvements taking place at both hospitals, the Trust has commissioned Ove Arup & Partners Ltd (Arup) to develop a Travel Plan and Parking Strategy for each hospital to support the Trust in managing transport and travel issues at both sites.

This document is the Travel Plan for County Hospital and covers the period 2015 to 2020.

1.2 Layout of the Document
- Chapter 1 provides background information plus sets out the aims, objectives and targets of the Travel Plan;
- Chapter 2 describes the existing sustainable transport facilities for travel to County;
- Chapter 3 briefly summarises the findings of the staff travel survey;
- Chapter 4 sets out the Travel Plan measures, implementation and monitoring.

1.3 Target Group for the Travel Plan
The Travel Plan is predominantly aimed at influencing staff travel behaviour as this user group is generally more able to alter their travel mode than patients and visitors who may be making infrequent or one off trips. Nonetheless, travel information, timetables, and advice will still be distributed to these groups wherever possible and many Travel Plan measures will be of benefit to all users of the hospital. In future years when the Travel Plan is established and operating patient and visitor travel issues will be incorporated in more detail.

1.4 Aims of the Travel Plan
This Travel Plan is a long term travel management strategy and details specific measures designed to minimise the impact of travel to the site. It provides a framework to deliver sustainable transport objectives.

It is difficult for institutions to predict and influence the behaviour of staff; different people respond to different measures and therefore no single measure will result in the travel plan meeting its objectives. It is important to offer realistic alternative travel options as people’s ability to change their travel will vary. This travel plan therefore sets out a number of measures and initiatives that will help to encourage sustainable travel behaviour and support the wider aspirations of the local highway and planning authorities.

The Travel Plan seeks to:
- Reduce traffic generation and its impact (congestion, pollution,
1.5 Objectives

The key objective of the Travel Plan is to:

- Achieve a reduction in car-borne traffic associated with the operation of County by encouraging use of sustainable modes.

The Travel Plan also encompasses the following wider objectives:

- Encourage more walking, cycling and public transport travel to and from the site;
- Improve road safety;
- Create wider environmental benefits; and
- Reduce traffic congestion and pollution.

The objectives of the Travel Plan reflect those of the Trust Sustainable Development Management Plan (SDMP): Our 2020 Vision: Our Sustainable Future which are:

- Assist patients, visitors and employees to travel by active and low carbon modes;
- To reduce employee single-occupancy car commuting;
- To reduce the demand for car parking spaces;
- To increase public transport (bus and rail) patronage; and
- Make a positive contribution to the local community and the environment through the reduction in car usage to access the site.

1.6 Targets

The SDMP contains three transport related targets:

- To reduce car journeys (commuter and business) by 25% by 2020, against the 2014/15 baseline;
- To increase commuting by active travel (walking and cycling) by 25% by 2020, against the 2014/15 baseline; and
- To increase employee car sharing by 100% by 2020, against the 2014/15 baseline.

Table 1 shows the baseline (taken from the 2015 staff travel survey) and targets for 2020.

Table 1: Mode Share Targets 2020

<table>
<thead>
<tr>
<th>Mode for Journey to Work (percentage of staff)</th>
<th>2014/15</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Single Occupancy</td>
<td>56%</td>
<td>25% reduction</td>
</tr>
<tr>
<td>Walking &amp; Cycling</td>
<td>23%</td>
<td>25% increase</td>
</tr>
<tr>
<td>Car Sharing</td>
<td>15%</td>
<td>100% increase</td>
</tr>
</tbody>
</table>

Nationally, 54% of journeys to work are by single occupancy car; in Stafford the figure is 64%\(^2\). Therefore a reduction from 56% to 42% in five years is an ambitious targets. However, the University of Warwick has achieved a similar reduction in single occupancy car trips amongst staff from 72% in 2005 to 55% in 2015. This was mainly through operation of a strong Travel Plan, seen as an exemplar within the travel planning sector, and thus the targets set out above can be considered challenging but realistic if supported by vigorous execution of the Sustainable Development Management Plan (SDMP): Our 2020 Vision: Our Sustainable Future and Travel Plan.

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1. Does not sum to 100% due to rounding and minor inconsistencies in survey data
2. Office for National Statistics, 2011 census
1.7 Travel Patterns of Trust Staff

Travel patterns are dependent on a variety of external influences such as the availability of public transport services, cost of travel by different modes, parking space availability, and particularly, how these relate to home location. Figure 1 shows home post code locations of all Trust staff based at County Hospital. The measures set out in this travel plan are designed to encourage and support individuals to adopt, or continue to use, sustainable travel modes.

1.8 Sustainable Transport Working Group

The Travel Plan aligns closely with the SDMP and its annual Sustainable Development Action Plan (SDAP) which provides details including schemes and actions, target completion dates, key staff and progress towards implementation. These two Trust documents will support delivery of sustainable transport initiatives.

The sustainability agenda is overseen by the Sustainable Development Steering Group, which is supported by seven Sustainability Working Groups. The Sustainable Transport Working Group, one of the seven monthly Working Groups, will be responsible for managing the Travel Plan and reporting to the quarterly Steering Group meetings. Implementation and monitoring of the travel plan and terms of reference for this group are available on request.

This Travel Plan has been aligned with the SDMP and sets the direction for managing transport efficiently, cost effectively and innovatively.

3. Post code data identifies cluster of premises – individual members of staff are not identified.
2. THE EXISTING TRANSPORT NETWORK
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2.1 The Site

County Hospital is located within the built up area of Stafford, in Staffordshire. It is situated around a mile to the east of the Town Centre, along a radial route. See Figure 2.

The Hospital is situated in a residential area and is bounded by the A518 Weston Road to the south, which gives direct access to Stafford Town Centre. The site is bounded to the north and west by residential roads, with St John’s C of E Primary School forming the eastern site boundary.

2.2 Cycling and Walking

An off-road signed, segregated pedestrian and cycle route is provided on the southern side of Weston Road in the vicinity of the site frontage, which links the hospital with Stafford town centre to the west and residential areas to the north and east. Whilst the cycle route does not continue into the site from Weston Road site access, footways are provided along both sides of the hospital access road. Toucan crossings are also provided at the Weston Road access, forming part of the signalised junction. To the immediate eastern extent of the site frontage, segregated pedestrian / cycle routes are provided along both sides of Weston Road.

Pedestrian access to the site is also provided from the north-east, via a footpath link which leads into
the hospital from Harris Road, leading to the residential areas beyond. An additional pedestrian link to the site is provided from the Bradbury House Annexe site access, where a footpath leads from the access into the main hospital site. A footway link is also provided from the north-west via the bus-only access from Prescott Avenue.

Footways are provided along all roads surrounding the Hospital and within the site itself. However in some places these do not match the desire lines of pedestrians which results in pedestrians using routes through planting or walking in the roadway instead of on the footpath.

Cycle routes in the vicinity of the site are shown in Figure 3.

### 2.3 Cycle Facilities

The Trust operates a Cycle to Work scheme currently provided by Cyclescheme. The scheme enables employees to purchase a bike through salary sacrifice which provides a tax benefit and offers savings on high street prices.

A covered cycle shelter with 12 spaces is located adjacent to the main Hospital entrance. An additional shelter with 40 spaces is located near to the staff entrance, which is secure and accessed using the staff security pass. Due to the planned redesign of the area outside A&E, it is proposed that this parking could be relocated next to the modular build cabins to the south of the A&E entrance, so that they are retained in a convenient location for staff close to their current location.

Some shower and changing facilities are provided in the Hospital.

### 2.4 Bus Travel

There are public bus stops within the Hospital site, located close to the main Hospital entrance and outside Katharine House Hospice. Additional bus stops are located close to the site access, along both sides of Weston Road.

The site is served by a number of bus services, as summarised in Table 2 and illustrated in Figure 4. The bus stop outside the main entrance is served by the 73, 74, 75 and 825 services whilst the 435 service stops on Weston Road.

Real time bus information is provided in the reception area of the Hospital along with a route planner kiosk. Real time signs are also provided at the bus stop outside the Hospital entrance.

Information is provided on the UHNM website about the bus services to use to access County. A link is provided to the Arriva Bus website which contains up-to-date timetable and associated bus information.
Table 2: Bus Services serving County Hospital

<table>
<thead>
<tr>
<th>Operator</th>
<th>Service</th>
<th>Route</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arriva</td>
<td>73</td>
<td>Stafford to Stafford Technology Park</td>
<td>3 services from Town Centre in the AM and 3 to Town Centre in the PM</td>
</tr>
<tr>
<td>Arriva</td>
<td>74</td>
<td>Cannock to Staffordshire University via Huntington, Brocton, Queensville Retail Park, Stafford, Stafford Hospital and Staffordshire University</td>
<td>1 per hour</td>
</tr>
<tr>
<td>Arriva</td>
<td>75</td>
<td>Cannock to Staffordshire University via Wolgarston Way, Penkridge, Stafford Railway Station, Stafford and Stafford Hospital</td>
<td>1 per hour</td>
</tr>
<tr>
<td>Bennets Travel</td>
<td>435</td>
<td>Stafford to Stone via Sandon</td>
<td>6 services per day each direction</td>
</tr>
<tr>
<td>Arriva</td>
<td>825</td>
<td>Stafford to Lichfield via Rugeley</td>
<td>2 per hour</td>
</tr>
</tbody>
</table>

2.5 Rail

Stafford railway station is located approximately 1.5 miles west of the Hospital site to the south-west of the town centre, and is served by the 74, 75 and 825 bus services, with a journey time between 5 and 15 minutes to reach the Hospital. The station can also be reached on foot from County in around 35 minutes.

The rail station is served by Cross Country, London Midland, Virgin Trains and Arriva Trains Wales services. Nearby stations with services to Stafford include Stoke-on-Trent, Crewe, Wolverhampton, Rugeley Trent Valley, Stone, Penkridge, Lichfield Trent Valley and Runcorn. Direct services are available to London, Manchester and Birmingham.

2.6 Inter-site (Link Bus) Service

An inter-site shuttle bus is operated between Royal Stoke and County Hospitals. This service departs from each hospital on the hour from 06:00am until 22:00pm and operates seven days per week. The journey time is about 45 minutes and there is a pick-up and drop-off in Stone. The service is free for staff but is also available for members of the public with a fare of £5 return. The inter-site service currently attracts around 3,500 passengers per month. Patronage is considerably higher on weekdays than weekends with the most popular services being those departing each site in the peak hours.
3. STAFF TRAVEL SURVEY
3. STAFF TRAVEL SURVEY

3.1 Background
A staff travel survey was undertaken in early 2015 in order to provide a baseline against which progress towards Travel Plan targets can be measured, and provide data to help focus Travel Plan measures.

3.2 Methodology
The Survey Monkey online survey website was utilised as the basic data collection tool although a paper version of the questionnaire was distributed to staff that do not have access to the internet.

The survey was distributed to all staff and was available for responses from Friday 13th March until Tuesday 31st March. This was subsequently extended to Friday 22nd May.

A total of 172 responses were received from staff based at County Hospital. Whilst in any survey of this type the respondents are self-selecting, there is no reason to suppose that the sample is not broadly representative of the full staff population.

3.3 Survey Results and Analysis
The key survey findings are summarised below.

3.3.1 Mode of Travel
Staff were asked about their mode of travel to the Hospital:
- 56% of respondents travel by car with no passengers;
- 22% walk to the hospital;
- 9% are the driver of a car share;
- 6% are the passenger in a car share or are dropped off; and
- 3% use the bus.

The mode shares indicated by the survey have been used as the baseline for determining the mode share targets set out in section 1.6 above.

3.3.2 Journey Origin
Participants were asked to provide their home postcode or the postcode from where they travel to the Hospital on a regular basis. These responses provide the Trust with some basic data about likely mode shares from geographic locations that can be used in helping to identify and develop measures to encourage the switch to more sustainable trips to work.

3.3.3 Occupation
Respondees were asked to select a category closest to their usual occupation:
- 30% - facilities, catering and cleaning staff;
- 28% - Admin/Clerical/Management;
- 17% - nursing staff; and
- 10% - allied health professionals.

3.3.4 Working Hours
Just over three quarters of respondents (79%) have fixed working hours whilst 21% work shifts.

The majority of staff working fixed hours start work between 07.00am and 10.00am, with the peak being between 08.00am and 09.00am. Departure times were spread over a longer period, with most occurring between 3.00pm and 7.00pm, peaking between 4.00pm and 6.00pm.
3.3.5 Journey Times
Staff were asked how long it usually takes them to get to work using their normal mode of travel:

- 33% - up to 15 minutes;
- 37% - 16 to 30 minutes;
- 27% - 31 to 60 minutes;
- 4% - 61 to 90 minutes; and
- 0% - longer than 90 minutes.

Time to travel to the hospital was cross tabulated with journey time which showed that just over a third of those travelling for less than 15 minutes were single occupancy car drivers.

3.3.6 Staff Parking Permits
Staff were asked whether they currently hold a hospital parking permit, and which type they hold:

- 42% - no permit, and not on waiting list;
- 54% - Peak permit;
- 2% - Off Peak permit; and
- 3% - on waiting list for permit.

3.3.7 Parking Locations
Those staff who said they travelled by car as a driver were asked where they normally park their vehicle:

- 81% - on site in a staff car park;
- 12% - in a nearby street.

3.3.8 Car Use for Work Purposes
Drivers only were asked if they regularly need to use their car during working hours for work purposes. More than a quarter of respondents (29%) said that they did. This suggests that the need for a car for work purposes may be a significant factor influencing mode choice for drivers and therefore initiatives set out in the SDAP to investigate pool vehicles or pool cycles for use by staff for work journeys could justifiably lead to reductions in car travel to work.

3.4 Further Comments
At the end of the survey, respondents were given the opportunity to make any comments or suggestions about their journey to or from work or about sustainable transport to the Trust’s sites. These comments provide useful pointers of the reasons for particular travel behaviour and the type of initiative that may be effective in encouraging a change of mode.
4. TRAVEL PLAN MEASURES
4. TRAVEL PLAN MEASURES

4.1 Introduction

The overall aim and direction of the Trust’s ongoing aspirations to become more sustainable are set out in the SDMP. The measures and initiatives in the Travel Plan complement or mirror those in the SDAP. Key elements are:

- Sustainable Transport Working Group - governance arrangements including senior officer commitment and support of the Travel Plan;
- Walking Initiatives – analysis of staff post codes shows that 18% (or 308) live with 30 minutes’ walk (2.5km) and thus actions to help this group make the journey by foot will beneficial to a large number of people;
- Cycling Initiatives – the usual distance regarded as reasonable for cycling to work is 6km, which encompasses 36% of staff (or 638);
- Public Transport initiatives – focussing on information, ticketing initiatives and route/service improvements;
- Car sharing scheme – a UHNM branded scheme with dedicated parking spaces and guaranteed lift home; and
- Promotion and Publicity – measures are crucial to embed sustainable travel within the Trust and staff culture e.g. bespoke Sustainable Travel section of the website and staff-travel leaflets (one for the Royal Stoke and one for County Hospital) will be produced promoting all of the sustainable transport offerings and how to access them.

4.2 Walking Initiatives

If 30 minutes (2.5km) is assumed as the usual maximum for walking to work, in the case of County, this would include 18% staff as shown in Figure 5.

For those within a reasonable distance of County, walking offers many benefits including positive health impact; very low cost; and predictable journey time. Benefits to the wider community include reduced traffic and pollution levels. The Trust is actively involved with Living Streets5 (and Sustrans6) to raise awareness of the health benefits of active travel.

Walking initiatives to be taken forward include:

- Undertake a pedestrian audit of the area around the hospital to assess pedestrian routes into the site;
- Set up a Walking User Group to provide a forum for sharing concerns and ideas regarding walking;
- Produce walking information packs for staff;
- Make personal alarms available for people who are concerned about personal security;
- Provide promotional material to raise awareness of the health benefits of walking;
- Improve website information regarding walking to the site from local destinations including a link to the walking mapping site, walkit.com; and
- Produce a map showing walking routes indicating distances and times to the most common destinations.

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5. Living Streets is a national charity which advocates for the rights and interests of pedestrians and aims to create safe, attractive and enjoyable streets where people want to walk.

6. Sustrans is a charity to promote sustainable transport. It works on projects to encourage people to walk, cycle and use public transport, to give people the choice of travelling in ways that benefit their health and the environment.
4.3 Cycling Initiatives

Nationally, cycling is increasing and growing in popularity. There is no generally accepted ‘norm’ for how far people might cycle to work although 30 minutes (6km) is often accepted as a reasonable maximum for cycling to work (and is also in line with the 30 minutes’ walk time discussed above). In the case of County, this would include 36% staff as shown in Figure 6.

The availability of sufficient, secure cycle parking in convenient locations for their place of work is important for encouraging staff to cycle. Site visits and feedback from staff cyclists has suggested that the existing cycle parking is well used and as cycling increases further secure cycle parking for staff will be provided as opportunities arise.

Cycling initiatives to be taken forward include:

- Monitor usage of secure cycle parking facilities and increase provision if required and as opportunities arise;
• Monitor availability of cloakroom/changing facilities with secure storage lockers and increase provision as opportunities arise;
• Set up a Bicycle User Group to provide a forum for sharing concerns and ideas regarding cycling;
• Provide cycling information packs to staff;
• Make personal alarms available for people who are concerned about personal security;
• Provide promotional material to raise awareness of the health benefits of cycling;
• Improve website information regarding cycling to the site from local destinations;
• Produce a map showing cycling routes indicating distances and times to the most common destinations;
• Continue to promote the Cyclescheme bike purchase opportunity;
• Promote National Bike Week and Cycle to work days;
• Offer cycle proficiency training; and
• Investigate opportunities to establish a pool bike scheme for staff at County site.

4.4 Public Transport Initiatives

4.4.1 Inter-site (Link Bus) Service
The inter-site bus service operating between Royal Stoke and County is a key element of the Trust’s strategy for managing the requirement for people to travel between sites in a sustainable manner. The service will become increasingly important as the Trust expands and integration between Royal Stoke and County grows. This will be reflected through promotions and other initiatives designed to raise awareness of the service and encourage more staff, patients and visitors to use it as a sustainable and cost-effective alternative to car travel.

The travel survey has highlighted that the shuttle bus is valued by staff and there is demand for a more frequent service. The Trust is currently considering increasing the frequency of the service and reviewing the requirement for users to pre-book.

4.4.2 Bus Initiatives
Bus routes serving the County site are shown in Figure 4. The Trust is currently investigating an equivalent to the SMART bus pass, which is available to Royal Stoke staff, for the Stafford area and is liaising with Arriva Buses about the Stafford Area saver and other tickets. The SMART bus pass is very beneficial in reducing the cost of bus travel for staff and the Trust is also investigating other ticketing options such as taster tickets, multi-trip tickets, discounted annual passes and interest-free loans for annual pass purchase.

Information is provided on the UHN website about the bus services to use to access County. A link is provided to the Arriva bus website which contains up-to-date timetable and associated bus information.

Bus initiatives to be taken forward include:
• Continuation of Sustainable Transport Working Group;
• Review the position of the bus stop to allow easier access to the hospital from the bus stop;
• Add links to the real-time feed to the Trust’s travel intranet pages;
• Introduce a programme of public transport focused events to promote tickets options, promotions, discounts and so on;
• Initiate personalised travel surgeries and journey planning support;
• Investigate options to pre-purchase tickets for travel to common destinations;
• Engage with bus operators to improve current routes or introduce new ones;
• Change focus of patient appointment letters to promote public transport for accessing the hospital;
• Introduce an information sheet of key public transport messages and
answers to common questions, for use by PALS and reception staff;

• Review and identify potential improvements to walking routes to all bus stops that serve the hospital;

• Work with operators to improve bus information and shelters at bus stops;

• Arrange a session led by Arriva buses to identify key questions raised by public and use with PALS;

• Promote Catch the Bus Week each year; and

• Work with bus operators to improve the attractiveness of buses on routes through site, for example, by providing Wi-Fi access.

4.4.3 Park and Ride

County has previously considered opportunities for Park and Ride in 2013 but this did not identify a suitable site. However, further opportunities may arise in the future and there may be potential to deliver a scheme serving the County site in the long term. The costs and complexity of Park and Ride are such that any scheme would require active support of the local authorities and probably further partners. The STWG will continue to investigate opportunities as appropriate.

4.4.4 Rail Initiatives

Stafford railway station, although 1.5 miles from County, provides the opportunity for travel to the site as part of a multi-modal journey. In addition to many of the more generic public transport initiatives described above, financial and practical measures specifically to encourage travel by train will be considered by the STWG. These include:

• interest free loans for purchase of season tickets and annual passes;

• staff discounts for bus travel on bus services to and from the station; and

• new cycle routes and facilities linking the hospital to the station.

4.5 Car Sharing Scheme

Under current arrangements, staff who are interested in car sharing are directed to the Liftshare.com website. However, this is open to all not just staff from the Trust and therefore to increase car sharing, the Trust will upgrade to utilise Liftshare Pro. This is a more sophisticated system which allows the Trust to operate a branded site linking to a car share scheme which will only be available for Trust employees.

This will increase staff confidence in the scheme, as it will be specific to hospital employees and clearly underwritten by the Trust. Developing a branding for the car share scheme with a name specific to the Trust (such as ‘UHNM Trust Share’) will also provide the opportunity for a launch to take place to promote car sharing to staff.

To encourage staff to car share, spaces will be allocated in key County staff car parks which are conveniently located. It is proposed in the Parking Strategy that a block of spaces in Car Park A is designated as car share parking only. Should demand for car sharing grow in the future or be greater than expected initially, the car share parking area could be extended further, either in Car Park A or other conveniently located car parks depending on staff demand.

To operate the scheme, each staff member (who had registered and confirmed to the Trust that they were actively car sharing) will be issued with a car share card with a unique ID number. To use a car share space, two car share cards will need to be displayed, allowing car parking staff to check the ID numbers against the car share database.

The car share scheme will include a guaranteed ride home for car sharers in the event of unforeseen problems (such as an emergency at home).

4.6 Car Parking Management Initiatives

The Trust is committed to prioritising facilities for sustainable travel modes. Options for providing disincentives to travel by car may be considered along with possible changes to the designation of car parks.
in order to give priority to patient, visitor and sustainable vehicle parking over staff.

4.7 Promotion, Publicity and Support Mechanisms

The Travel Plan is a continuing process of implementation and review, rather than a one-off event and therefore promotion, publicity and the use of support mechanisms will be on-going throughout the lifetime of the plan. This will be linked closely with ‘SWITCH’, the Trust’s new awareness raising and behavioural change campaign.

The following measures will help to work towards achieving the Travel Plan objectives:

- Continue promotion of the SWITCH awareness raising campaign and the SWITCH Champions network as a conduit for information and feedback, real time bus info, cycle route info, walking routes, journey planning, availability of walkit.com and Traveline;
- Provide recruitment brochure to all new (and prospective) staff as part of their induction process to make clear that single-occupant car use is the least desirable commuting option and that sustainable alternatives are available;
- Liaise with Staffordshire County Council to promote any local deals such as cycle purchase discounts and discounted public transport season tickets, that may have been negotiated by the Council as part of their wider promotion of sustainable travel;
- Display public transport maps, timetables, cycle route maps and posters for events within communal areas to help publicise the Travel Plan;
- Work with staff that already walk, cycle or travel by public transport, to consider and take forward their ideas for improvements. Mode Groups might include a Bicycle Users Group, Bus Users Group, Pedestrians Group and Car Sharers Group. Within regular meetings group members may be encouraged to discuss the Travel Plan from their modal viewpoint, suggest measures that may help increase use of the mode, share ideas and help encourage others to use the mode;
- Provide information for visitors on printed and web-based materials focussing on active travel and sustainable modes rather than directions for car travel; and
- Provide staff with regular updates on the results of the travel surveys and progress towards Travel Plan targets.

4.8 Implementation

The Travel Plan (and SDAP) contains a range of measures designed to encourage sustainable travel; some simple and easy to implement, others more complex and requiring significant staff input and budget. Hence, the Travel Plan measures have been broadly categorised by implementation timescale as follows:

Short-term

- Initiate publicity and promotional measures; and distribute sustainable travel information; production of posters, leaflets, newsletters, timetables and similar;
- transport focused events to promote tickets options, promotions, discounts and so on;
- Undertake a pedestrian audit of the area around the hospital to assess pedestrian and cycling routes into the site and from bus stops;
- Improve website information with the emphasis on walking, cycling, and public transport to the site rather than car travel;
• Provide further secure cycle parking facilities for staff with swipe card access and sufficient lockers, changing and shower facilities in the buildings closest to the cycle parking;
• Set up a Bicycle User Group to provide a forum for sharing concerns and ideas regarding cycling;
• Offer cycle proficiency training; and
• Change focus of patient appointment letters to promote public transport for accessing the hospital.

Medium term
• Liaise with Stafford Borough and Staffordshire County Councils, neighbours and other large travel organisations to take advantage of any local opportunities to promote sustainable travel;
• Liaise with public transport operators, taxi firms, and cycle dealers to negotiate discounts for travel and purchase of cycles;
• Consult with local external interest groups such as residents of surrounding areas, Pedestrians and Cyclists Groups, Public Transport User Groups, etc;
• Undertake data collection via regular travel surveys to monitoring the effectiveness of the travel plan and sustainable transport measures;
• Increase the frequency of the Inter-site Hospital Bus service and raise awareness encourage more staff, patients and visitors to use it through promotions etc;
• Investigate other ticketing options for staff such as taster tickets, multi-trip tickets, discounted annual passes, pre-purchase tickets and interest-free loans for annual pass purchase.
• Liaise with operators and local authorities to improve bus information and shelters at bus stops;
• Introduce Real-time bus service information screens in the main atrium and add real-time feed to the Trust’s website travel pages;
• Develop and implement a new Car Sharing Scheme;
• Restrict staff Parking Permit allocation and increase staff parking costs as disincentives to car travel; and
• Investigate bike loan or pool bike scheme.

Long term
• Engage with bus operators to increase service frequencies, improve current routes, introduce new ones and improve the attractiveness of buses, for example, by providing Wi-Fi access; and
• Liaise with the local authorities and Keele University to investigate potential Park & Ride options.

4.9 Monitoring
In addition to the monitoring and measurement arrangements undertaken for the SDMP, the impact of the Travel Plan will also be monitored. The staff travel survey, undertaken as part of the development of this Travel Plan, will be repeated every two years. This will enable the Travel Plan initiatives to be evaluated and measure progress towards the modal share targets.

4.10 More Details
Further details on any of the information or Travel Plan measures set out in this Travel Plan are available from the Trust’s SWITCH campaign.

Please contact: switch@uhns.nhs.uk

SWITCH to a sustainable UHN M