

Royal Free Hospital

Travel Plan

Royal Free Hampstead NHS Trust
ROYAL FREE HOSPITAL,
POND STREET, NW3 2QG

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1. Executive Summary

Travel Plan is a package of measures designed to reduce the number and length of car journeys generated by a site. A travel plan can address a range of travel types such as employees commuting, business trips and visitor travel. There are a wide range of benefits of a travel plan including improvements in health and fitness, a more efficient and productive work force, environmental improvements and cost savings.

Royal Free Hampstead NHS Trust wish to develop a travel plan for the Royal Free Hospital (RFH) in order to encourage staff and visitors to travel by more sustainable modes. This travel plan has been drafted following research and consultation in to employee travel patterns. The travel plan has the support of senior management and the Medical Director who is the Board Lead for Public Health is the travel plan champion.

Existing travel situation

This travel plan is aimed at Royal Free Hampstead NHS Trust staff based at the Royal Free Hospital and visitors to the site. The RFH is the headquarters of Royal Free Hampstead NHS Trust. There are a total of 4,900 individuals employed the RFH and the hospital operates 24 hours a day. The core hours of operation for employees are from 7.00 am to 4.00 pm and the site attracts in excess of 10,000 visitors each week and half a million patients per year.

The Royal Hampstead NHS Trust share the site access and parking with other organisations. There are 416 car parking spaces available on site and over half of these are allocated to staff. The RFH Hospital suffers from a car parking problem due to the number of employees who wish to drive and the limited amount of parking available on site. This has resulted in overspill parking on local residential streets due to the implementation of parking restrictions. The site is close to Hampstead Heath railway station, the Northern underground line and a number of bus services stop on the site. On site there is parking provision for 130 cycles.

A staff travel survey was carried out 2006 to determine how employees travel to work and they reasons for their modal choice. The survey received a 10% response rate and indicated that the majority of employees travel to work by train/underground.

Objectives and targets

It is important that the travel plan contains comprehensive objectives and targets in order for progress to be monitored and for the travel plan to be developed. This travel plan outlines a number of objectives and targets in order to encourage staff and visitors to travel in a sustainable way.

Key objectives of the travel plan are as follows:

1. Improve the health, fitness and well being of our staff in line with the NICE guidance.
2. Encourage the use of public transport through an improved choice of travel options available to all staff.
3. Address parking and access at the Hospital and contribute towards reducing our carbon footprint.

Targets within the travel plan are both challenging and realistic. They are as follows:

- To increase the use of active travel modes to 26.5%;
- To increase commuting by public transport to 56.5%; and
- To reduce the reliance on the single occupancy car by 3%;

Travel plan strategy

A travel plan strategy that clearly sets out the stages by which the travel plan will be developed and implemented is very important. The RFH has nominated a key member of staff to oversee the implementation of the travel plan and the measures contained within this document. The RFH travel plan has senior management support in the form of a steering group. The travel plan development will be managed by key stakeholders and partners including Transport for London and the local borough authorities.

Marketing is a key aspect of any travel plan. It is suggested that the lack of information about alternative modes of travel is a key barrier to their use. This travel plan therefore contains a comprehensive marketing and communication strategy.

Key measures for employees

The travel plan contains packages of measures which will be implemented over specified time scales in order to meet the intended targets for employee and visitor travel. Key measures to be implemented include:

- Raise the awareness of the tax break for bike scheme for our employees;
- Improve our shower and changing facilities for staff who wish to walk or cycle to work;
- Increase the amount of cycle parking facilities;
- Increase the cycling and motorcycle allowance for staff travelling on Trust business; and
- Encourage home working.

Monitoring and review

Targets and objectives have individual time scales and all will be monitored on an annual basis. A full travel survey of site users will occur on a five yearly basis.

This travel plan includes a monitoring and review strategy, recognising that implementation and continuation of this travel plan is an ongoing process. The plan will be monitored in accordance with the requirements of Transport for London.

Action Plan

Our travel plan is guided by our action plan (below). This summarises the key travel plan development and implementation tasks that we intend to take. It also highlights key project milestones.

When	Activity	By Whom
2008	Provide lockers and storage areas that can be used by pedestrians.	Public Health
2008	Provide additional showers which can be used by pedestrians.	Public Health
2009	Negotiate a discount on footwear/accessories.	HR
2008	Provide pedometers to all staff that live within 2 miles of the Hospital.	Public Health
2008	Develop marketing materials to highlight the health benefits of walking to work.	Public Health

Ongoing	Organise high profile events to promote the health benefits of walking to work.	Public Health
Completed 2007	Provide cycle parking and shower facilities.	Estates
Completed 2007	Provide lockers and storage for cyclists.	Estates
Spring 2009	Raise awareness of the tax breaks for bikes initiative which allows staff to purchase a bike as part of a salary sacrifice scheme, saving up to 40%.	HR
Completed	Negotiate a discount on cycle and accessory purchases.	BUG
Ongoing	Continue to provide cycle training.	BUG
Ongoing	Take part in Bike Week.	BUG
Ongoing	Promote the health benefits of cycling to work.	Public Health Lead
	Provide pool bikes.	-
Ongoing	Promote the public transport season ticket loans.	HR
Ongoing	Work with TfL and the local district councils to organise high profile events which highlight the benefits of using public transport.	Travel Plan Co-ordinator
Ongoing	Encourage the use of smarter working techniques to reduce the need to travel.	Travel Plan Co-ordinator
2009	Promote TfL's car share database	Travel Plan Co-ordinator
Ongoing	Raise awareness of the impact of car use.	Travel Plan Co-ordinator
2008	Review the way car parking permits are allocated. Allocate on need rather than grade.	Steering Group Review
2010	Consider providing flexitime so that staff are able to travel to work outside of peak periods.	Steering Group Review
2010	Consider the feasibility of offering staff a compressed working week to reduce the need to travel to work five days a week.	Steering Group Review
2010	Encourage home working.	HR
2010	Investigate use of technology to reduce no. of meetings that need to be held face-to-face	Travel Plan Co-ordinator
2008	Increase cycle and motorcycle mileage rates for business travel.	Travel Plan Co-ordinator
Completed 2007	Set up Travel Plan Steering group which is chaired by a Senior Manager.	Steering Group Review

2008	Sign off Travel Plan at Board Level.	Steering Group Review
October 2008	Carry out i-TRACE travel survey	Staff Travel Plan Co-ordinator
2008	Provide a 'Green' page within the staff newsletter.	Staff Travel Plan Co-ordinator

2. Introduction

2.1 Introduction

- 2.1.1 A travel plan is a long term management strategy for an organisation or site that seeks to deliver sustainable transport objectives through action and is articulated in a document that is regularly reviewed. A travel plan involves identifying an appropriate package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on single occupancy car journeys. It can also assist in meeting a range of other objectives, as discussed elsewhere in this document.
- 2.1.2 Travel plans can assist in increasing accessibility whilst reducing congestion, local air pollution, greenhouse gases and noise. Importantly, a travel plan can increase business efficiency and equality, which is why an increasing number of organisations are deciding to produce voluntary travel plans. Indeed, Transport 2025 (the long term transport vision for London adopted by TfL) highlights the importance of transport in supporting the economic vitality of the capital, both through transport improvements, better use of existing capacity, behavioural change and enabling continued benefits of agglomeration.
- 2.1.3 A well developed travel plan can mitigate adverse traffic impacts of a development and the Government recognises their importance in achieving improvements in transport conditions at the local level. Further evidence suggests that people who are physically active in their daily lives are more productive and have good attendance records. The Department for Health publication *Choosing Health: Making healthy choices easier* (2004) recognised the health benefits of walking or cycling. Active travel as part of a travel plan enables people to enjoy these health benefits as part of their daily routine.
- 2.1.4 In London, travel plan development and implementation is being promoted by Transport for London (TfL) and the Greater London Authority (GLA). These parties have produced *Best Practice for Workplace Travel Planning for New Development* (2007), a document which sets out a methodology and expectations for travel plans secured through the planning process. In addition, TfL assists organisations who wish to voluntarily develop travel plans for the benefits which they offer, primarily through its Sub-Regional Travel Plan Coordinators and TfL Workplace Travel Plan Relationship Managers.

2.2 This travel plan

- 2.2.1 This travel plan has been produced for Royal Free Hampstead NHS Trust which is located in Camden. The travel plan is aimed at reducing the impact of travel to and from our site at:
- Royal Free Hospital, Pond Street, NW3 2QG
- 2.2.2 Our main reasons for implementing a travel plan is to address how staff travel to work and during the course of the working day. We also wish to encourage more staff to walk and cycle to work to improve health and wellbeing.
- The travel plan will cover:
- Commuting to and from our site;
 - Travel during the course of our business; and
 - Travel to our site by visitors.
- 2.2.3 This document provides an overview of the current situation and transport arrangements at our site. It also sets out measures which we will be introducing in order to meet our travel plan objectives.

-
- 2.2.4 This document will be regularly reviewed, reflecting that a travel plan is a continuous process for improvement, requiring monitoring and revision to ensure it remains relevant to our organisation and those using the site. The document will next be revised in October 2013, however we will carry out annual monitoring exercises and the results will be submitted to TfL in the form of an annual report.

2.3 Policy

- 2.3.1 Travel plans have become an important tool for the delivery of national, regional and local transport policy and commonly play an integral aspect within the planning process, fulfilling a role in encouraging more sustainable development. As a result, travel plans are required in association with all significant planning applications and information on the planning policy context is given in Appendix 1. Nevertheless, a new development and the transport obligations which are associated with it (to make it acceptable) are not the only motivation for introducing a travel plan.
- 2.3.2 Travel plans form an important component within the travel demand management strand of Transport for London's strategy for securing sustainable and continued economic growth for the capital. Other strategies include infrastructure expansion and better use of existing infrastructure. Further information about TfL's vision and travel demand management strategies, including workplace travel plans, can be found in the publication Transport 2025 (November 2006).

3. Existing travel situation

3.1 Introduction

- 3.1.1 This chapter provides an overview of the Royal Free Hampstead NHS Trust and the current travel and transport situation at our site. It is based upon the findings of a thorough site assessment and baseline travel surveys.

3.2 Our Organisation and Activities at this Site

- 3.2.1 The Royal Free Hospital (RFH) is the headquarters of the Royal Free Hampstead NHS Trust, and both clinical and administrative departments are based at this site. The trust works at a regional scale, and a total of 4,900 individuals are employed at the RFH. Of these, 2,988 are employed on a part-time basis. The RFH operates 24 hours a day. The majority of employees work between 7am and 4pm.
- 3.2.2 On average the RFH has 10,000 visitors on a weekly basis and over half a million patients per annum.

3.3 Site Location

- 3.3.1 The Royal Free Hampstead NHS Trust is located in the Borough of Camden. The sites parking and access are shared with other organisations. The site is also close to a residential area.

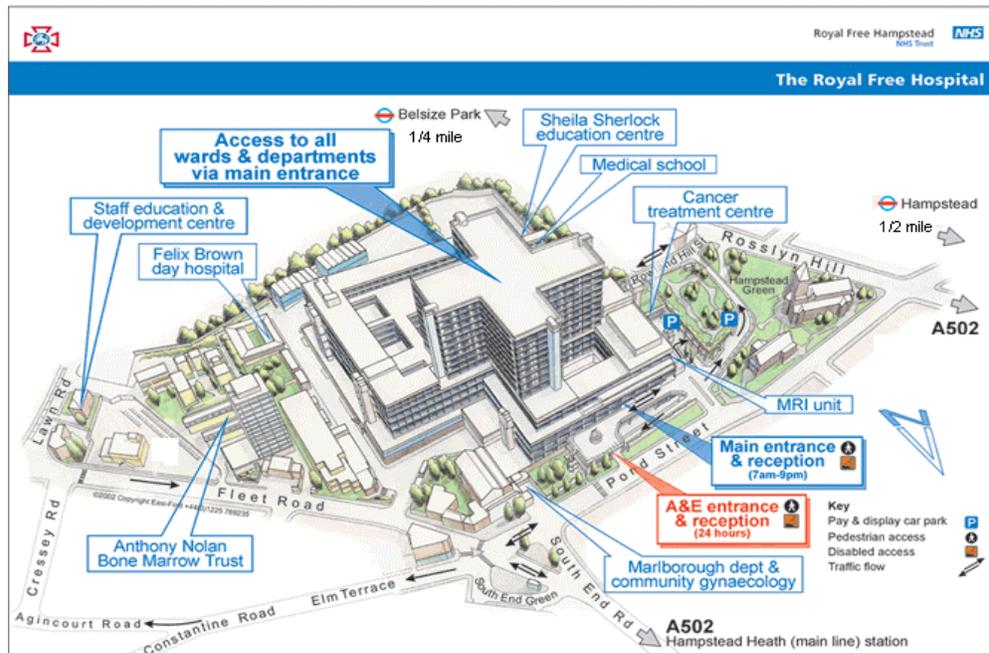
3.4 Site Assessment

The site suffers from a supply and demand car parking problem due to the number of employees that wish to drive and the limited parking available on site. This has resulted in overspill car parking on the local streets where there are no parking restrictions. There is no cyclist access to the site however; the site has substantial cycle parking and equipment lockers on site. The site is served by the Northern Line of the Underground, it is in close proximity to Hampstead Heath train station and there are a variety of bus services stopping at the hospital site.

Site Access

The RFH can be accessed by car and foot from Pond Street and Rowland Hill and Figure 1 below provides an illustration.

Figure 1: Site Location



Car use

Car Parking

3.4.2 The Hospital has approximately 415 car parking spaces. Over half of the spaces (251) are allocated for employee use. 143 spaces are designated for visitors and patients and 17 spaces are allocated for disabled uses. Two spaces are designated as taxi ranks and two spaces marked as Police emergency parking area. Spaces for employees are allocated on a needs basis and charges for car parking currently stand at £3 per day. The car parks on the site are secured by barrier access and they are covered by CCTV. Parking at the site is often in high demand and resulting in overspill car parking on the surrounding roads.

3.4.3 Table 3.1 provides a summary of parking at the Royal Free Hospital.

Table 3.1: Current availability of parking for our site

Spaces for	Number of spaces	Charges
Employees	251	£3 per day
Disabled	17	
Patients / Visitors	143	
Police	2	
Other – (Taxi Rank)	2	Two places allocated as taxi ranks.
Total:	415	
Additional drop off/ pick up spaces	5	Spaces used for taxis

3.4.4 Car parking spaces are managed on a needs basis. Employees are charged for car parking at the rate of £3 per day. Parking is enforced and no employees are allocated a car parking space.

3.4.5 The car park itself has a barrier to its entrance. Signage to the car parks is good and the car parks are covered by CCTV.

Car Sharing

3.4.6 There is currently no car sharing scheme at the RFH.

Car Club

3.4.7 There is no car club in operation at the RFH.

Fleet Vehicles

3.4.8 The Hospital has five pool cars available to employees.

Issues

3.4.9 Problems with car parking at the Hospital site have been highlighted as a key issue. Demand for car parking constantly exceeds capacity resulting in overspill parking being observed in the surrounding roads.

Cycling

3.4.10 The hospital site is not accessible by external cycle routes or lanes and there are no cycle routes or lanes on the site. However, the Royal Free Hospital provides 130 cycle parking facilities. Of these, 100 are Sheffield stands. Several cycle racks are located near the entrances to buildings and some of these are sheltered, secure, covered by CCTV and lit.

3.4.11 The Trust is implementing a Cycle to Work scheme giving staff tax breaks, so that staff are able to purchase a bicycle through a salary sacrifice scheme.

Motorcycling

3.4.12 The Royal Free Hospital has dedicated parking for motorcyclists. There are 60 spaces dedicated to motorcyclists and these are located underground, near to the building entrances. All parking is secure, lit and overlooked by CCTV. Motorcycle users are entitled to claim business mileage.

Pedestrian access

3.4.13 The hospital owns the site it is located on and therefore we are responsible for the footpaths. Footpaths on the site are in a good state of repair and are covered by CCTV. However, pedestrians do not have a safe, convenient and attractive welcoming environment to the site as ambulance traffic can occasionally cause problems for pedestrians.

Supporting facilities

3.4.14 Thirty lockers are provided for staff at the Hospital for the storage of outside clothing and/or helmets. However, there are rules and restrictions on the groups of staff that can use the lockers and normally only medical staff are allowed to use them. Showering facilities are provided for employees who cycle or motorcycle to work. There is one male shower and one female shower and there are no restrictions on the type of staff that can use these showers. The Hospital also provides laundry/drying facilities to staff.

Public transport access

There are twelve bus stops within 400 meters of the Royal Free Hospital. The services which call at these stops are as follows 168,268, 24, 46 and C11. All of the bus stops in the vicinity of the hospital site are clean, well lit, have shelters and have timetable and live travel information. All of the bus stops also have seats.

3.4.15 Currently, there is no subsidy for the purchase of public transport season tickets provided by the Trust. However, staff are able to purchase annual tickets using an interest free loan which is deducted monthly direct from their salary.

3.4.16 Analysis of home postcode data using the software Accession identified that over half (52%) the workforce live within a forty minute public transport commute of the Hospital. Almost a third (31%) of staff may find that their journey to the RFH would take a considerable amount of time, however when compared with making the journey by car, public transport may still be quicker. This analysis only considered journeys with one interchange. The table below summarises the key findings. In order to increase the likelihood of success, measures to encourage the use of public transport modes should be concentrated on staff who live within the blue isochrones where public transport journeys are quicker. Those who live outside of the blue isochrones should be encouraged to use other modes such as car sharing or home working.

Table 3.2: Percentage of Staff who live within 400m of a High Frequency Public Transport Corridor

Time Band	Percentage of Staff
0 – 10 minutes	7%
10 – 20 minutes	11%
20 – 30 minutes	17%
30 – 40 minutes	17%
40 – 50 minutes	12%
More than 50 minutes	31%

Bus

3.4.17 Table 3.3 summarises the availability of bus services within 400m of our site.

Table 3.3: Bus stops within 400m

Location	Number of stops	Services which call here	Description of stop	Key destinations
South End Green/ Pond Street	1	168	The stop is shelters, clean, lit, has seats and has timetable/live travel information.	Old Kent Road
Haverstock Hill	1	268	The stop is shelters, clean, lit, has seats and has timetable/live travel information.	Golders Green Station, Finchley Road/ O2 Centre.
South End Green	1	24	The stop is shelters, clean, lit, has seats and has timetable/live travel information.	Grosvenor Road
South End Green	1	46	The stop is shelters, clean, lit, has seats and has timetable/live travel information.	Farringdon St/ Stonecutter St, Lancaster Gate Station
Pond Street	1	C11	The stop is shelters, clean, lit, has seats and has timetable/live travel information.	Archway Station, Brent Cross Shopping Centre.

Underground

- 3.4.18 Belsize underground station (Northern Line Edgware Branch) is situated less than 400 metres away from the hospital site. However, from this station there is approximately a 150m uphill walk to the hospital.

Surface Rail

- 3.4.19 Hampstead Heath station operated by London Overground is less than 800 meters from the hospital site.

Arrangements for business travel

- 3.4.20 The Royal Free hospital has a policy for business travel carried out by its employees.

By Car

- 3.4.21 Approximately 100 members of staff are required to have access to a car during the working day however, there is no policy stipulating conditions for car use during the course of work. The Hospital has five pool cars available for employees to use during the working day and employees must adhere to the policy for company car use when using the pool cars. The hospital does not have a policy for driver training.

By Cycle

- 3.4.22 When travelling on Trust business by cycle employees are entitled to claim 20p per mile. There are no pool bikes available to staff.

By motorcycle

- 3.4.23 Employees travelling on business by motorcycle are entitled to mileage as a business expense of 16.2 p (125 cc and lower) or 25.3p 125 cc or higher.

Reducing the need to travel during the course of business

- 3.4.24 The RFH has adopted 'smart' working practices which are carried out during the working day. The hospital provides tele and audio conferencing and encourages hot desking.

- 3.4.25 Approximately 300 deliveries arrive on site each week. These deliveries access the Hospital site by the service road which is a separate entrance to all other road traffic.

Reducing the need to travel to work

- 3.4.26 The hospital has adopted 'smart' working practices including flexitime, teleworking and home working. However, they do not allow employees to work a compressed week.

Travel during the day

- 3.4.27 The Hospital has several facilities located on its site including a post box, a cash point and a local shop. This may reduce the need for employees to travel off the site during the working day.

Travel information/ planning

For employees

- 3.4.28 The Hospital provides travel information for its site however it does not provide personalised journey planning to its staff. Travel information for staff is provided by the travel plan coordinator and can be found on the hospital's internet and intranet sites.

For new recruits

- 3.4.29 Approximately 250 new recruits start work at the Royal Free Hospital each year. When prospective employees are invited to attend an interview they are not provided with any information regarding how they can travel to the site. However, how prospective employees will travel to the site is discussed during their interview. Once new recruits join the hospital they are sent an induction pack which highlights travel to and for work.

For visitors

- 3.4.30 Visitors to the RFH have access to travel information via the hospitals website. The website informs visitors how to access the site via bus, train and underground. Leaflets are also available to assist visitors with their travel arrangements.

3.5 Staff travel surveys

- 3.5.1 A staff travel survey was carried out in October 2006 and was distributed via internal mail system or downloaded online. 464 employees took part in the research and this represents a 10% response rate. In order to encourage participation, a prize draw was offered and prizes included £100 supermarket voucher and cycle maintenance vouchers.
- 3.5.2 The graphs in charts 3.1 to 3.3 provide an illustration of the profile of the survey respondents. The majority of participants worked full time (68%) and almost a fifth (17%) were part time staff. The age groups 30 to 39 years and 40 to 49 years received the most responses (28% respectively) and the majority of participants were female (67%).

Chart 3.1: Hours Worked

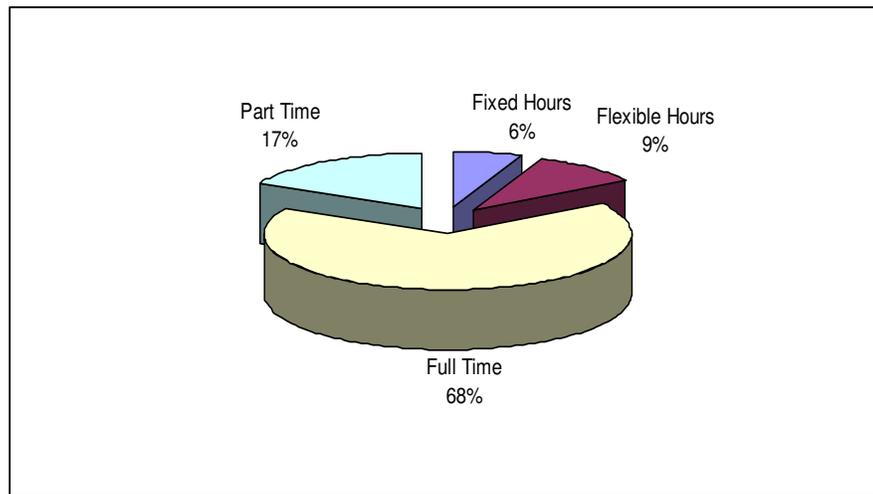


Chart 3.2: Age Group

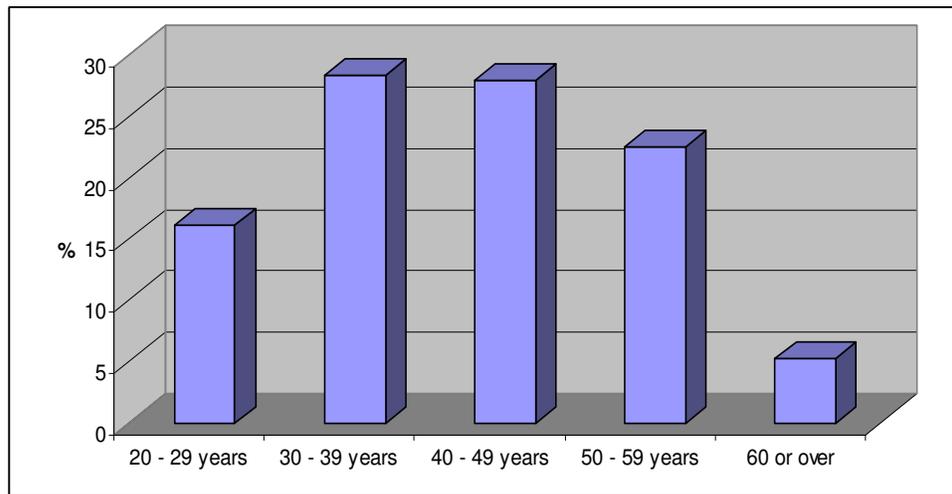
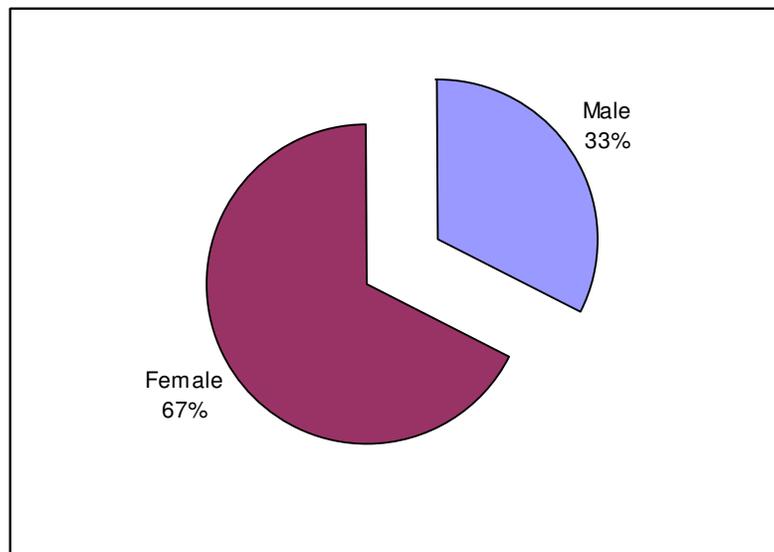
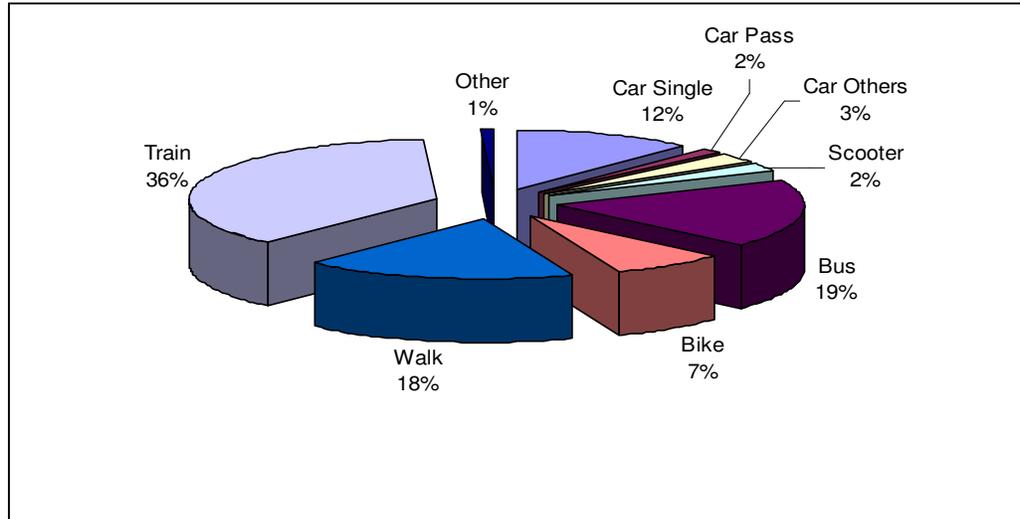


Chart 3.3: Gender



3.5.3 The travel survey asked participants to state which mode of transport they usually use to travel to work and the number of days per week they used that mode. The findings are illustrated in chart 3.4. The majority of staff travel to work by train (36%) and this was followed by walking (18%) and bus (19%). One in nine (11%) participants used a car and this can be broken down by 7% choosing to park & ride onto either bus, underground or train services and 4% using a car for the full journey to the Hospital. The survey also identified that a small percentage of staff use a scooter (2%) or cycle (7%) to work.

Chart 3.4: Main Mode of Travel to Work

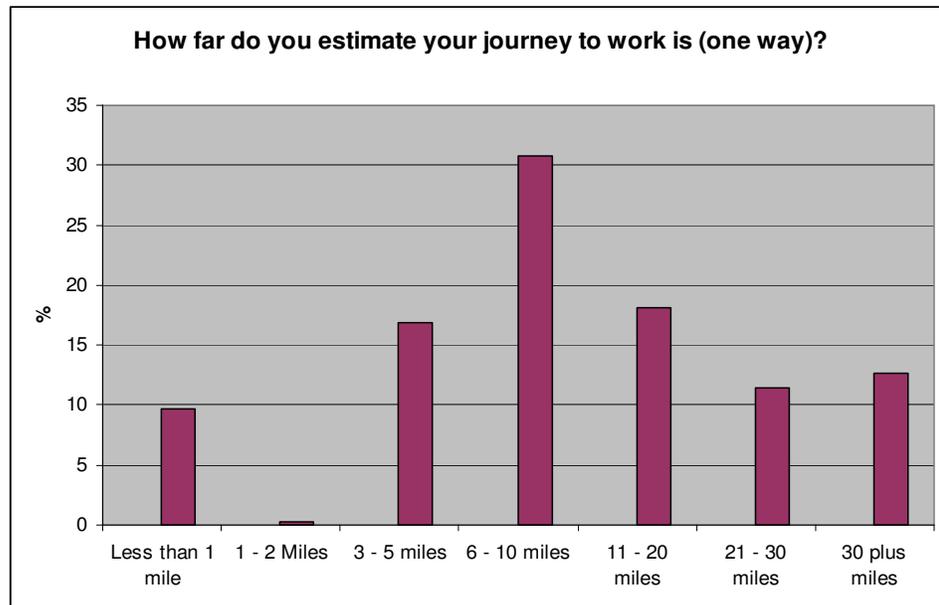


Number of Respondents: 365

Number of Trips: 2,216

3.5.4 The majority of staff estimated that they lived between six and ten miles of the RFH (31%), this was followed by between eleven and twenty miles (18%) and between three and five miles (17%) and this is illustrated in chart 3.5 below.

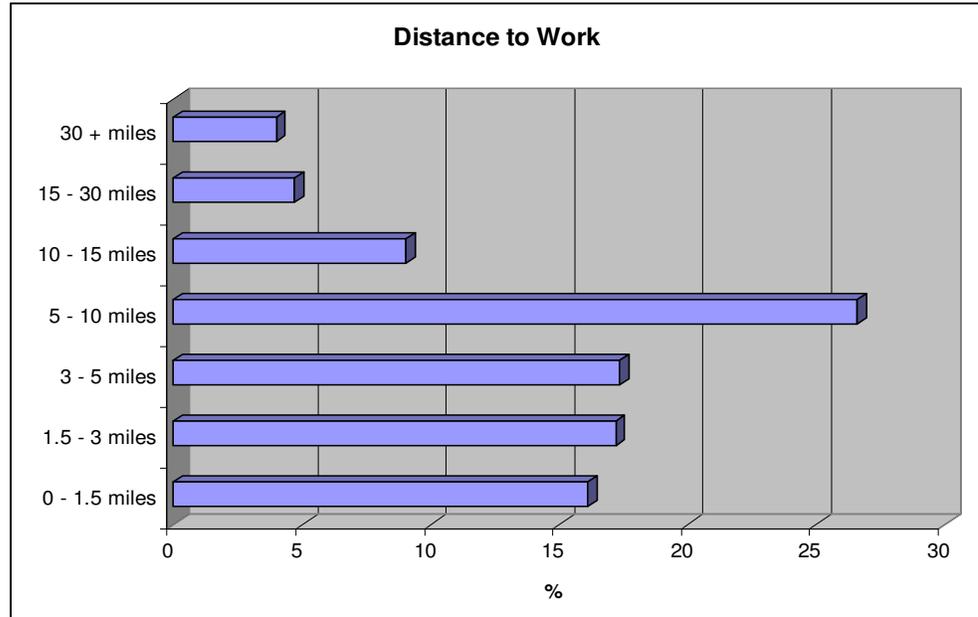
Chart 3.5: Estimated Distance to Work



Number of Respondents: 331

3.5.5 Analysis of home postcode data, provided by the RFH was carried out and chart 3.6 provides an illustration of the actual distances to work. The analysis identified that the majority of staff live within five miles of the hospital (51%) highlighting opportunities for sustainable travel. Just over a quarter of staff (26%) live within five to ten miles of the hospital and only a small number (15%) of employees' home location is more than ten miles away.

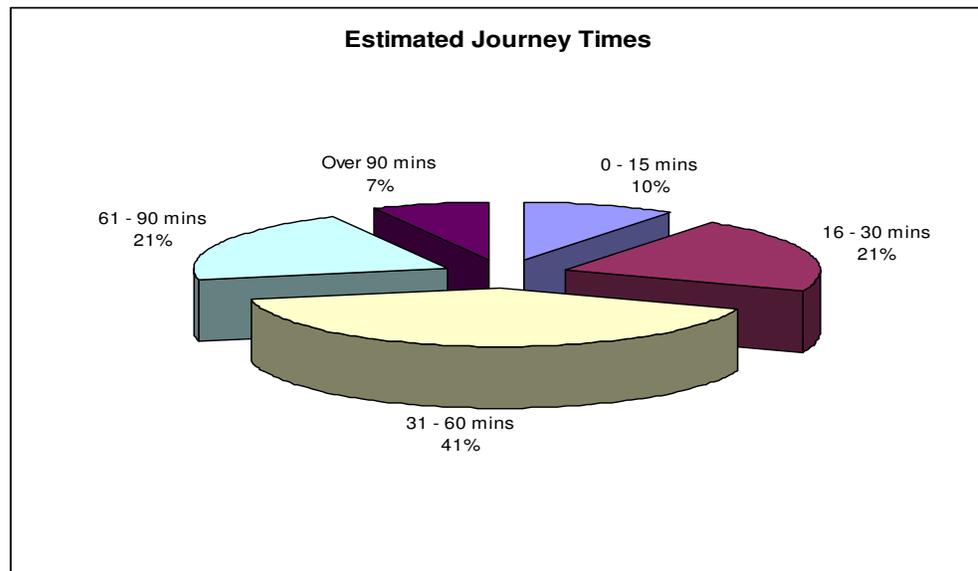
Chart 3.6: Actual Distance to Work



Number of Postcodes: 4,626

3.5.6 The majority of participants (41%) reported that their journey to work took between 31 minutes to an hour; this was followed by just over a fifth (21%) stating that their journey was between 16 minutes and 30 minutes. A similar percentage (21%) reported that their journey to work took between an hour to an hour and a half.

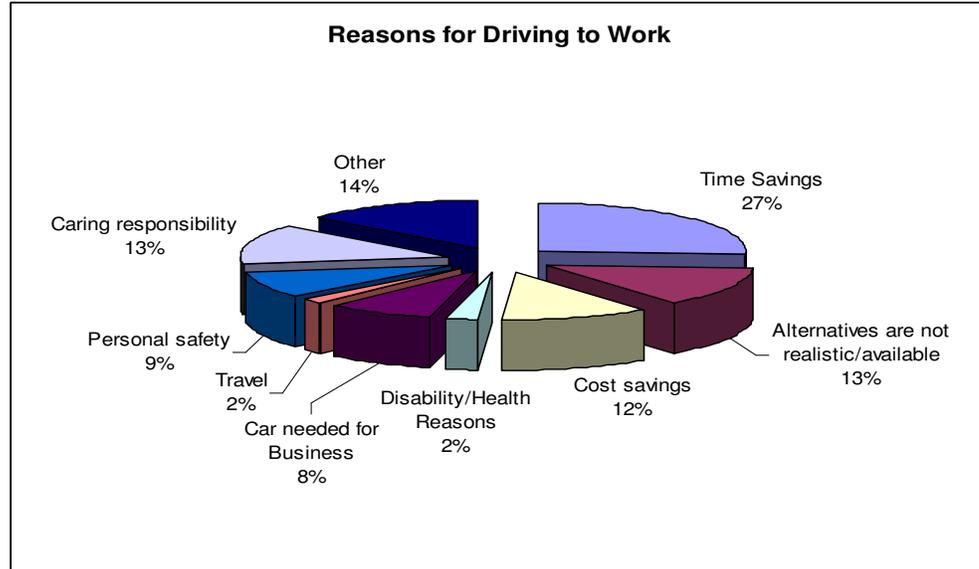
Chart 3.7: How long does your journey to work take?



Number of Respondents: 175

3.5.7 Car drivers were asked to state why they drove to work and the majority of respondents reported that it was because of the perceived time savings (27%) and this was followed by one in eight (13%) using a car because of caring responsibilities.

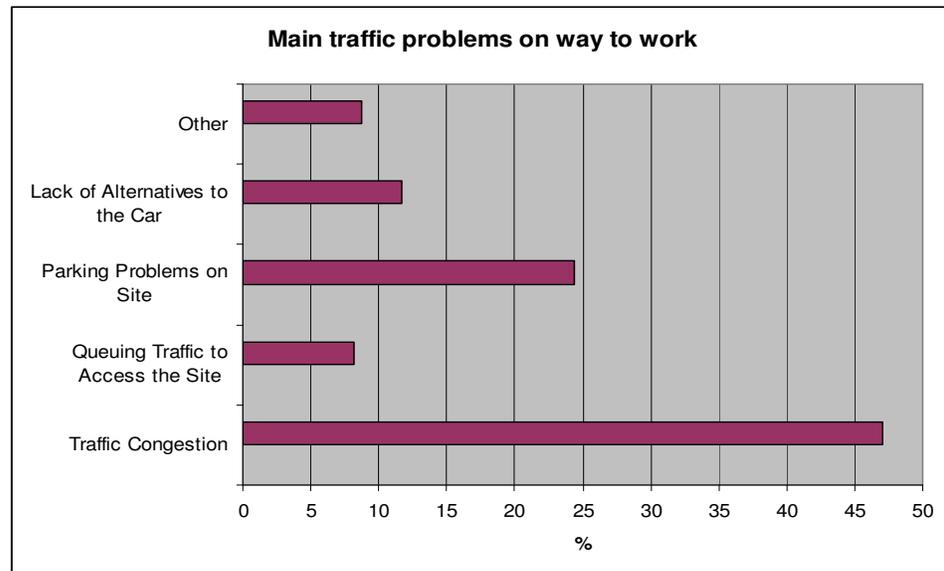
Chart 3.8: Reasons for Using a Car to Travel to Work



Number of Respondents: 116 Valid Responses: 215

3.5.8 Almost half (47%) of respondents reported that congestion was the main traffic problem on their journey to work and this was followed by car parking on site (24%). Chart 3.9 below provides a summary of the results.

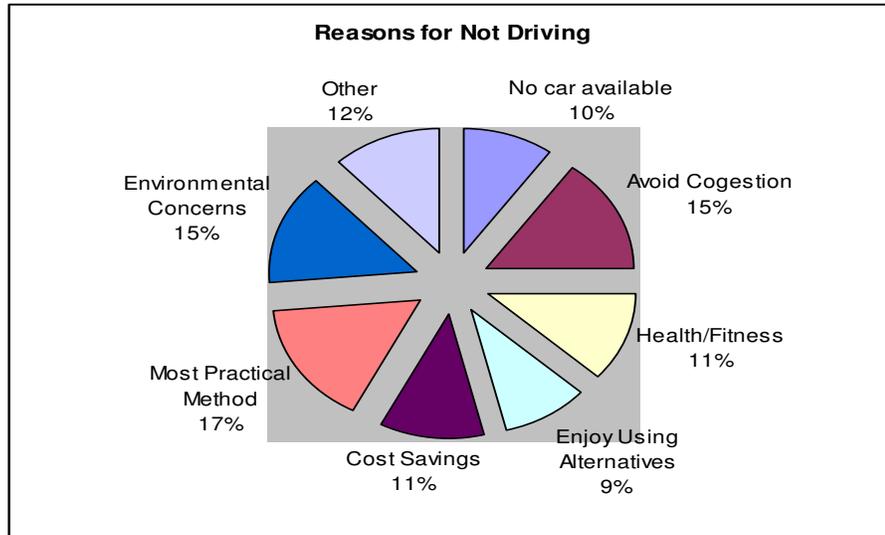
Chart 3.9: What do you consider to be the main traffic problems on your way to work?



Number of Respondents: 131 Valid Responses: 172

3.5.9 Participants who reported that they did not use a car to travel to work were asked to state their reasons for not driving and the results are illustrated in chart 3.10 below. The most popular response (17%) was participants felt that their chosen mode of transport was more practical than driving and this was followed by environmental reasons (15%) and wishing to avoid congestion (15%).

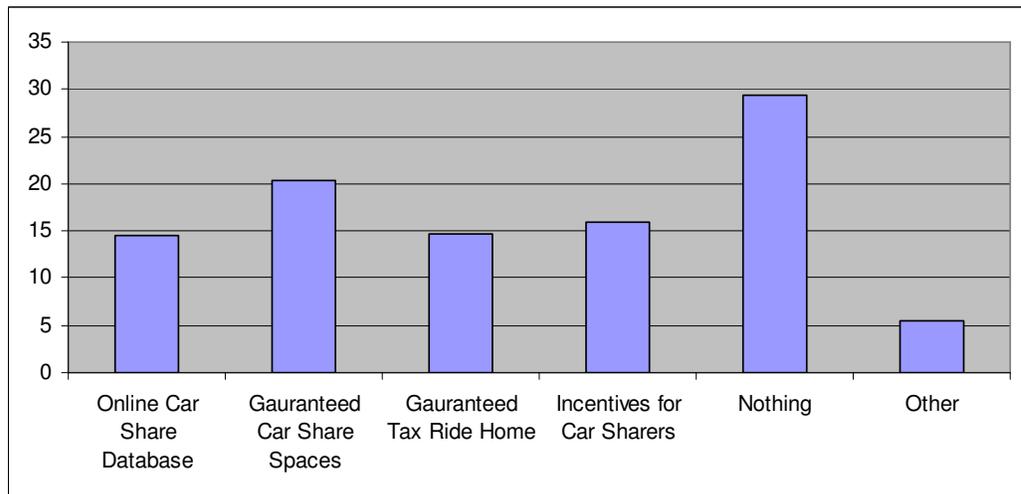
Chart 3.10: Reasons for Not Driving to Work



Number of Respondents: 157 Valid Responses: 287

3.5.10 Participants were asked to consider what measures would encourage them to car share to work. The majority of staff (29%) reported that nothing would encourage them. This was followed by a fifth (20%) stating that the availability of guaranteed car share spaces may encourage car sharing.

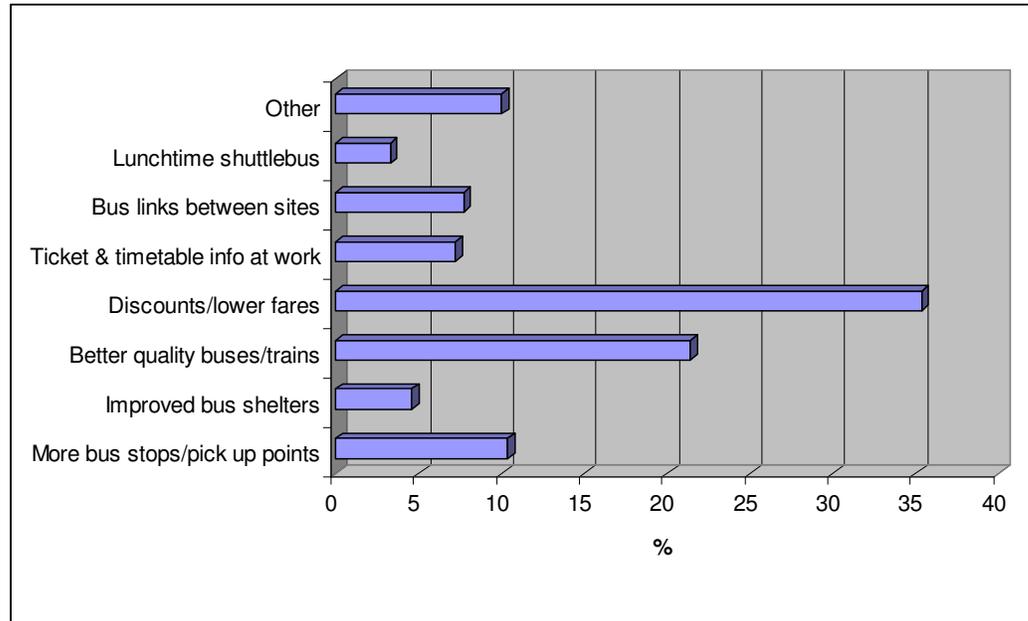
Chart 3.11: What Measures Would Encourage You to Car Share



Number of Respondents 276 Valid Responses 587

3.5.11 The majority of staff felt that discounted or lower fares (35%) would most likely encourage them to use public transport to travel to the hospital. This was followed by over a fifth (21%) stating that higher quality buses, tubes or trains would encourage them to travel to work using public transport.

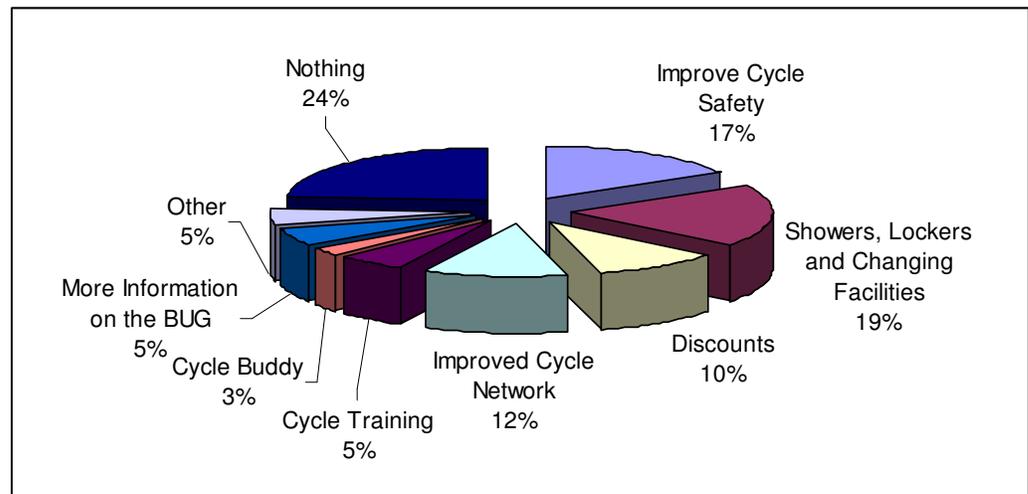
Chart 3.22: What Measures Would Encourage You to Use Public Transport



Number of Respondents 193 Valid Responses 608

3.5.12 Participants were asked to state what measures would encourage them to cycle to work. The majority of participants (24%) did not answer or stated nothing could be done to encourage them to cycle to work, however almost one fifth (19%) stated that more showers would support cycling.

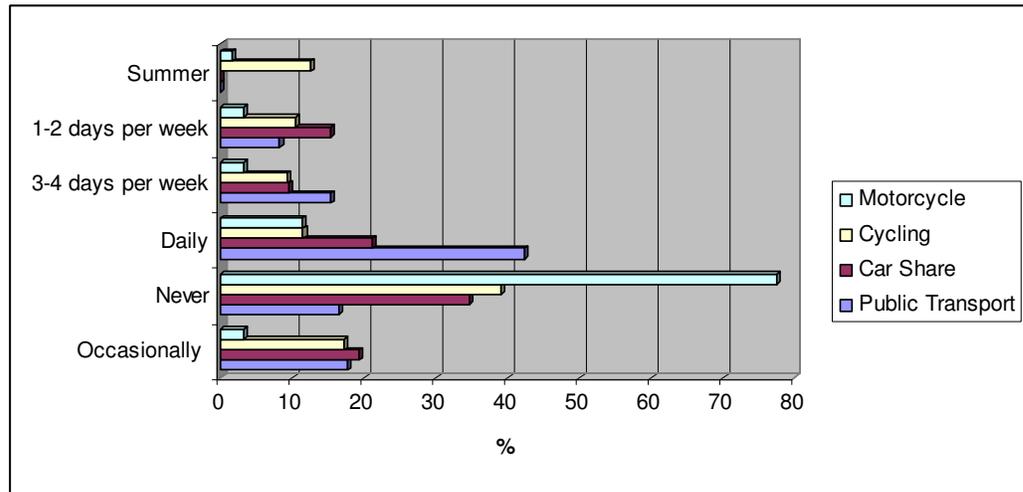
Chart 3.33: What Measures Would Encourage You to Cycle to Work?



Number of Respondents 465 Valid Responses 842

3.5.13 Car drivers were asked how often they would use alternatives to the private car if facilities were improved and new measures introduced such as discounted fares, guaranteed car share parking spaces and showers and changing facilities at work. The majority of car drivers (41%) reported that they would consider using public transport on a daily basis if improvements were made. Over three quarters (77%) of car drivers stated that they would never consider using a motorcycle to travel to work and a small number (17%) reported that they may occasionally use a cycle.

Chart 3.4: How often would you be likely to use alternatives to the car if any of the above facilities were provided?



Motorcycle: Number of Respondents 62. Cycle: Number of Respondents 87

Car Share: Number of Respondents 52. Public Transport: Number of Respondents 85

3.6 Focus Group

3.6.1 In order to gather qualitative information regarding travel plan measures a series of focus groups were proposed. The purpose of the groups was to give staff the opportunity to discuss travel and access at the Hospital and to suggest measures which could be included within the travel plan.

3.6.2 It was intended that two groups would be convened, one group would be held over the lunch period and another would be held at 5.30pm when the majority of hospital staff would finish work. Staff were invited to participate via a global email which was sent to all staff.

3.6.3 Only a small number of staff agreed to take part in the research and it was decided that the lunch time session would be cancelled due to a poor response rate. Eight participants attended the evening group and were reimbursed their travel expenses.

- 3.6.4 The following issues were discussed in the groups.
- Travelling to work;
 - Factors influencing modal choice;
 - Perception of car parking and travel;
 - Experience of public transport, walking, cycling and car sharing;
 - Understanding the barriers to sustainable transport and how these could be reduced to encourage greater use of them; and
 - Measures to reduce car travel.

3.6.5 Unfortunately during the evening focus group, the recording of the discussion was affected by the hospital fire alarm. Whilst the group was not required to evacuate the building, the quality of the transcription was compromised. This has meant that the summary of the findings does not contain many quotations but does provide an overview of the key issues raised.

Travel to Work

3.6.6 A substantial number of participants reported that they travelled to work using public transport because driving to the Hospital was considered to be

unfeasible. Participants reported that car parking was not provided for the majority of staff. In addition to this, a number of participants travelled over 30 miles to reach the hospital and it was considered unfeasible to make these journeys using any other mode other than the train.

'It just wouldn't make sense to drive, besides where would I park?'

Focus Group Participant

3.6.7 Most participants used more than one mode of transport to reach the Hospital, such as driving to the train station, interchanging onto the underground or travelling by bus to access an underground station. Participants felt that using more than one mode of transport increased the unreliability of their journey.

3.6.8 A small number of participants reported that they cycled to the Hospital; this was because they found it to be quicker and more reliable than using public transport.

'You know where you are with the bike, it takes me the same amount of time to get to work everyday which you can't get with the bus.'

Focus Group Participant

3.6.9 One participant drove to work and this was because they had access to a car parking space because of their job role. They reported that they arrived at work early and left late to avoid the traffic.

'I have to get into work very early otherwise there is no point, the traffic would make it impossible.'

Focus Group Participant

3.6.10 The majority of participants travelled to work by train because they had no other feasible alternative to travel to work. Most train users travelled to work from outside London using the former Silverlink service, which is now part of the London Overground network. Participants reported that services tended to be unreliable and crowded. In addition to this, the quality of the trains was questioned with some participants reporting that carriages sometimes leaked, were dirty and were often littered.

3.6.11 Public transport users had purchased season tickets using the Hospital's interest free loan scheme which took deductions straight from employees' salaries.

Key Issues

3.6.12 Participants that cycled to the Hospital reported that bicycle parking facilities, particularly covered facilities, were well used. It was felt that more covered facilities should be provided at several locations around the Hospital and not just concentrated in one specific area.

3.6.13 Cyclists also felt that more showers should be available; these should be provided at numerous locations around the hospital and promoted so that staff are made aware of them.

3.6.14 The tax breaks for bikes scheme was discussed which allows staff to purchase a bicycle via a salary sacrifice scheme. Participants felt that the Hospital should offer this scheme to staff as it would encourage new cyclists and reward existing ones.

3.6.15 Participants discussed a number of issues relating to public transport. Whilst the majority could not be influenced by the Hospital, the group felt that the Hospital should liaise more with TfL to give feedback on staff transport issues.

'It's got to be the top dogs raising the issues, like the Chief Exec writing to the Mayor.'

Focus Group Participant

- 3.6.16 Participants discussed the reliability of public transport and felt that more should be done to reduce the uncertainty of their journey. Participants felt that usually public transport operated to schedule, however when a problem occurred it tended to cause long delays.

'The worst is when it's on your way home and it takes you four hours to get home.'

Focus Group Participant

- 3.6.17 The group reported that the Hospital was very understanding when it came to arriving late at work because of delays to their journey, however participants felt it was unprofessional particularly if this occurred several times in one week.

'I hate being late for work you know, in my old job I was always on time but now I'm in London it's almost an everyday occurrence, it's embarrassing.'

Focus Group Participant

- 3.6.18 The group had concerns regarding the issue of anti social behaviour such as playing music on mobile phones or listening to loud music with headphones. Participants reported that they felt intimidated and did not feel confident enough to ask to turn the music down as they were worried of confrontation.

'You just never know, you hear all those stories of people being beaten up.'

Focus Group Participant

- 3.6.19 One participant reported that it was difficult to recruit and retain staff in specialist roles because of the location of the Hospital. It was suggested that home working should be available to staff in key positions which could increase the Hospital's recruitment catchment area and assist in retaining staff who do not live close to the Hospital.

'Most of our senior administrative staff do not live round here so they're travelling great distances to come to work coupled with family responsibilities, no wonder we find it hard to keep them.'

Focus Group Participant

- 3.6.20 The group reported that access to the train stations close to the Hospital cannot be used by people with mobility problems or pushchairs as lifts or ramps are not provided. The group felt strongly that this was unacceptable, particularly as a large number of employees use the crèche provided at the hospital. The group agreed that access to public transport, particularly for vulnerable groups, should be improved and the Hospital should liaise with TfL to address this issue.

'We've got a crèche on site but it's almost impossible to travel to if you can't drive, there's no way you can carry a buggy, small child and bags up the stairs at the station.'

Focus Group Participant

Suggested Travel Plan Measures

- 3.6.21 The group were given the opportunity to suggest measures which could be included within the travel plan. Most participants struggled to suggest measures that the Hospital could implement, particularly as the majority of group members were existing sustainable transport users, however key

measures included the tax breaks for bikes scheme, and increased covered cycle parking and shower facilities.

- 3.6.22 Home working was also suggested as it would reduce the need for staff to travel to the Hospital. This measure would only be available to certain sections of the work force however it was felt that it could assist in the recruitment and retention of key administrative roles.

'I think we have to look at providing more flexibility, not everyone can work from home but if we could provide this as an option to those who can I think it will improve working lives for a number of people.'

Focus Group Participant

- 3.6.23 Information promoting key measures should be provided before staff commence work at the Hospital. It was suggested that this could be provided in a handbook which could be included within offers of employment. Participants felt that the handbook should highlight the public transport loans, cycle parking facilities and showers, and any flexible working practices which are available at the Hospital.

'Letting people know what's here is a good idea, I doubt many people will be thinking about driving here but it might just put people's minds at rest.'

Focus Group Participant

- 3.6.24 Participants were aware of recent awareness raising events such as cyclist breakfasts and felt that these should be provided on a regular basis, to reward existing users, promote cycling to new users and reinforce the Hospital's commitment to encouraging sustainable and healthy modes of transport.

Suggestions for Wider Transport Initiatives

- 3.6.25 Participants suggested a number of measures which were outside the remit of the Hospital's travel plan; however these measures could be shared with stakeholders such as TfL.

- 3.6.26 Text messaging or sending wireless messages to hand held devices was suggested to inform public transport users of delays to services. Providing real time information via text messaging was also suggested.

'I'd like to get a text to say when the next bus is.'

Focus Group Participant

Focus Groups Recommendations

- 3.6.27 The following bullet points outline the recommendations raised within the focus group which should be considered when developing the Travel Plan for the Royal Free.

- Continue to provide awareness raising events such as cyclists' breakfast.
- Consider introducing the Tax Breaks for Bikes initiative. (done 2010)
- Provide more facilities for cyclists such as showers, lockers, drying areas and covered cycle parking.(Done 2010)
- Introduce a home working policy for certain job roles.
- Provide information on the Hospital's travel plan and associated measures within a handbook which should be issued to all new starters before commencing employment. (done 2010)

-
- Encourage greater communication with TfL, so that key issues can be raised on behalf of staff.

4. Objectives, Targets and Indicators

4.1 Introduction

- 4.1.1 The sections below articulate the overarching objectives for our travel plan, as well as targets which we will seek to meet over the short and medium term. It includes indicators through which we will measure progress towards meeting our targets. Further information on monitoring and review of the travel plan can be found in Chapter 6 and 7.
- 4.1.2 Objectives are the high-level aims of our travel plan. They give it direction and provide a focus.
- 4.1.3 Targets are the measurable goals by which we will assess our progress. We have set targets which we will seek to reach within the period covered by the current travel plan. In addition, we have set interim targets.
- 4.1.4 Indicators are the elements which will be measured in order to assess progress towards meeting the final and interim targets.
- 4.1.5 Our objectives, targets and indicators are set out below.

4.2 Objectives

- 4.2.1 The RFH has identified the Travel Plan objectives to be:
 1. Improve the health, fitness and well being of our staff in line with the NICE guidance.
 2. Encourage the use of public transport through an improved choice of travel options available to all staff.
 3. Address parking and access at the Hospital and contribute towards reducing our carbon footprint.

4.3 Targets and indicators

- 4.3.1 Our targets and indicators are set out in table 4.1.

4.4 Targets and Indicators

4.4.1 Our targets and indicators are set out in table 4.1.

Table 4.1: Our targets and Indicators

No	Target	Comment/ Objective	Indicator	Baseline Value 2006	Target Value(s) 2011	% Change	Measured by
'Aim' type targets							
1.	Increase in Active Transport Modes such as walking and cycling	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from the staff travel survey	25%	26.5%	1.5%	Staff travel survey
2.	Increase the number of staff travelling to work using public transport modes.	Encourage the use of public transport through an improved choice of travel options available to all staff.	Results from the staff travel survey	55%	56.5%	1.5%	Staff travel survey
3.	Continue to reduce the number of single occupancy vehicles.	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint.	Results from the staff travel survey	12%	9%	- 3%	Staff travel survey

'Action' type targets					
	Action	Objective	Indicator	By When	Measured by
4	Provide lockers and storage areas that can be used by pedestrians.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey	2009	Staff travel survey
5	Provide additional showers which can be used by pedestrians.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey	2009	Staff travel survey
6	Negotiate a discount on footwear/accessories.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey	2009	Staff travel survey
7	Provide pedometers to all staff that live within two miles of the Hospital.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey	2009	Staff travel survey
8	Develop marketing materials to highlight the health benefits of walking to work.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey Provide evidence of materials in annual report	2008	Staff travel survey
9	Organise high profile events to promote the health benefits of walking to work.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey Record the number of participants Provide evidence in the annual	2008	Staff travel survey Number of participants

			report.		
10	Provide more cycle parking and shower facilities.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey Cycle parking snap shot.	2008	Staff travel survey Cycle parking snap shot
11	Provide lockers and storage for cyclists.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey	2008	Staff travel survey
12	Raise awareness of the tax breaks for bikes initiative which allows staff to purchase a bike as part of a salary sacrifice scheme, saving up to 40%.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey Cycle parking snap shot Record the number of participants in the scheme.	2008	Staff travel survey Uptake of the scheme Cycle parking snap shot
13	Negotiate a discount on cycle and accessory purchases.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey Cycle parking snap shot	2008	Staff travel survey
14	Continue to provide cycle training.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Record the number of participants	2009	Number of participants
15	Take part in Bike Week.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Cycle parking snap shot Record the number of participants Provide evidence in the annual report.	2008	Cycle parking snap shot Number of participants

16	Promote the health benefits of cycling to work.	Improve the health, fitness and well being of our staff, in line with the NICE guidance.	Results from staff travel survey Cycle parking snap shot Provide evidence in the annual report.	2008	Staff travel survey
17	Provide pool bikes.	Address parking and access at the RFH and contribute towards reducing our Carbon Footprint.	Results from staff travel survey	2011	Staff travel survey
18	Promote the public transport season ticket loans.	Encourage the use of public transport through an improved choice of travel options available to all staff.	Provide evidence of materials in annual report	2008	Monitor the up take of the scheme
21	Work with TfL and the local district councils to organise high profile events which highlight the benefits of using public transport.	Encourage the use of public transport through an improved choice of travel options available to all staff.	Provide evidence in the annual report.	2009	Staff travel survey
22	Encourage the use of smarter working techniques to reduce the need to travel.	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint.	Provide evidence in the annual report. Business travel claims.	2009	Staff travel survey
23	Promote TfL's car share database	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint.	Monitor the number of registered users	2011	Staff travel survey Car share database
24	Raise awareness of the impact of car use.	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint.	Provide evidence of materials in annual report	2008	Staff travel survey
25	Review the way car parking permits are allocated. Allocate on need rather	Address parking and access at the Hospital and contribute towards reducing our Carbon	Review car parking permits Results from staff travel survey	2008	Staff travel survey

	than seniority.	Footprint.			
26	Consider providing flexitime so that staff are able to travel to work outside of peak periods.	Encourage the use of public transport through an improved choice of travel options available to all staff.	Results from staff travel survey	2010	Staff travel survey
27	Consider the feasibility of offering staff a compressed working week to reduce the need to travel to work five days a week.	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint. Improve the health, fitness and well being of our staff, in line with the NICE guidance	Results from staff travel survey	2010	Staff travel survey
28	Encourage home working.	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint. Improve the health, fitness and well being of our staff, in line with the NICE guidance	Results from staff travel survey Provide evidence the annual report.	2008	Staff travel survey
29	Investigate use of technology to reduce no. of meetings that need to be held face-to-face	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint. Improve the health, fitness and well being of our staff, in line with the NICE guidance	Business travel claims.	2008	Staff travel survey Finance
30	Increase cycle and motorcycle mileage rates for business travel.	Address parking and access at the Hospital and contribute towards reducing our Carbon Footprint. Improve the health, fitness and well being of our staff, in line with the NICE guidance	Business travel claims	2008 (increased to 20p per mile as part of the Mayor's NHS Cycling to Work Guarantee (Sep 2010)	Staff travel survey Finance

5. Travel Plan Strategy

- 5.1.1 A travel plan strategy that sets out clearly the stages by which the travel plan will be developed and implemented is very important. Elements of a travel plan strategy usually relate to:
- Securing the resources (including time) that are necessary to develop and implement the travel plan;
 - Consulting and educating staff; and
 - Identifying and engaging with partners.

- 5.1.2 Our strategy is set out within the remainder of this chapter. It discusses how our plan will be managed and marketed, as well as who our key partners will be.

Senior management support

- 5.1.3 Our travel plan has the support of senior management and Adrian Tookman is the travel plan champion.

- 5.1.4 All travel plans are dependent on a nominated individual being given time and resources for success to occur. Frank Wuggenig, Staff Travel Plan co-ordinator and Angela Bartley, the Public Health Lead will be responsible for overseeing and implementing the various measures outlined in this travel plan.

- 5.1.5 A steering or reference group is also important to the success of a travel plan. It ensures that different stakeholders within (and sometimes beyond) an organisation are represented during the plan's development and can contribute towards the identification and implementation of strategies that span across many areas of interest. The group allows opportunities for the sharing of knowledge, experience, valuable information and contacts.

- 5.1.6 The Hospital's Travel Plan Steering Group will be responsible for overseeing the implementation of the travel plan and will report to the Director of Estates/the Trust Board. Representatives from Human Resources, Communications, Facilities and Finance will be invited to attend the group, furthermore we will invite the sub regional travel plan co-ordinator and representatives from Camden Borough Council when appropriate. This group was involved in the development of the travel plan, particularly with reference to the tax breaks scheme and it will be important to meet every two months to review implementation progress.

Partners and stakeholders

- 5.1.7 Travel plans need partnerships for success. Organisations need to work with a number of partners and internal stakeholders during the implementation process. It is expected that all partners will make an active contribution to the process. Frank Wuggenig will be a central figure in establishing partnerships and maintaining links and lines of communication. Our key partners include:

- Borough Travel Plan Officer;
- Borough Cycle Officer;
- TfL Workplace Travel Plan Relationship Managers; and
- Sub Regional Travel Plan Coordinator.

- 1.1.2 Other stakeholders include:

- Public transport operator(s);

- Local cycle shop; and
- Other Primary Care Trusts and NHS Trusts.

5.1.8 Similarly, it is important that travel plans have the support of internal stakeholders, including the staff and other site users who stand to benefit from and be affected by the plan. Stakeholders are often engaged through a steering/reference group or through staff working or focus groups. Key stakeholders for our travel plan are:

- Staff
- Human resources team/department
- Finance team/department
- Marketing/communications team/department

5.2 Marketing

5.2.1 Lack of information about travel alternatives such as public transport, car sharing and cycling is often one of the most significant barriers to their use. Therefore marketing and communications will be a crucial element of the travel plan.

5.2.2 Marketing and awareness raising strategies will cover engaging with staff and raising the profile of different travel options, including the benefits of more sustainable or efficient travel.

5.2.3 In order to achieve Best Value and optimise resources it would be useful to tailor marketing campaigns to those who would be most receptive, such as those who live on a high frequency public transport corridor or within walking distance of the Hospital. These employees could be targeted with individualised marketing campaigns as research has found that tailoring campaigns increases the likelihood that individuals will change their behaviour. Utilising an individualised approach will be particularly useful when trying to influence long term, habitual car use.

5.2.4 Marketing professionals claim when promoting an initiative it needs to be said seven times before individuals decide whether to buy in to the idea. When introducing a new initiative it is important that we have the resources to undertake communication as it will underpin the success of any scheme and should be conducted regularly.

5.2.5 Prior to any marketing exercise it is important that we establish what the overall aims are which will help us to focus our activities and evaluate the success of each campaign. Some ideas include:

- Explaining measures such as car sharing or cycle training.
- Letting staff know the benefits of using certain modes of transport such as cost savings.
- Encouraging greater use of sustainable modes of transport.
- Reducing the number of single occupancy vehicles.

5.2.6 The Trust will develop a brand for the travel plan which will be used on all information and materials. Brands have the potential to excite and engage employees and will be an important factor when encouraging a culture change across the Trust.

5.2.7 The table below outlines our communication strategy for the RFH which will be used by those responsible for implementing the travel plan, including our Communications department.

Table 4.1: Communications Strategy

Task	Method	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Re-launch the Travel Plan (one off event)	Hold a Travel Event Send out Global Emails Poster campaign Provide information on intranet Management workshop			X									
Encourage Walking	Identify staff who live within two miles of the Hospital and provide: <ul style="list-style-type: none"> ○ Informative materials such as walking maps. ○ Promotional materials such as leaflets which outline the health benefits. Poster Campaign Pedometer Challenge		X	X	X	X							
Encourage Cycling	Identify staff who live within five miles of RFH and provide: <ul style="list-style-type: none"> ○ Cycle maps. ○ Promotional materials that outline the health benefits. Poster campaign. Support bike to work week.		X	X	X	X							

Task	Method	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Encourage travelling by Public Transport	<p>Identify staff that live within 10 miles of the site but on a high frequency public transport corridor and provide:</p> <ul style="list-style-type: none"> ○ Personalised journey planner and time tables. ○ Promotional materials that outline the benefits of using public transport. <p>Poster campaign.</p>							X	X	X			
Reduce Car Travel	<p>Support 'In Town Without My Car Day'</p> <p>Send out Global Emails. Poster campaign. Provide information on intranet. Hold travel event such as commuter challenge and travel road show.</p>					X	X						
Encourage Car Sharing	<p>Promote the www.londonliftshare.org website through:</p> <ul style="list-style-type: none"> ○ Poster campaign. ○ Link on intranet website. ○ Global emails. 										X	X	X

5.2.8 Our travel plan will be marketed to:

- Our management;
- Our staff; and
- Our visitors.

Our Management

5.2.9 In order to raise awareness of our travel plan with key managers, we will arrange a stakeholder workshop. The workshop will be held following the launch of the travel plan and will be used to promote the key components of the plan such as the sustainable transport targets, quick win measures, the travel plan action plan and results of the travel survey.

5.2.10 The objectives of the workshop are to:

- Raise awareness amongst managers so that the message is filtered down to other Trust employees.
- Secure support for the travel plan.
- Encourage managers to change their travel behaviour at least once every two weeks. This will set a positive example to their staff.

Our Staff

5.2.11 As previously discussed it will be important to raise awareness of the travel plan using as many different techniques as possible.

5.2.12 As a number of staff based at the RFH has access to email, we feel that raising awareness using global emails will be an important element of the communication process. Following implementation of travel plan measures, global emails will be sent to all staff to promote each measure. In addition to this, events such as Bike to Work Week and In Town without My Car Day will be promoted in a similar way.

5.2.13 Utilising the intranet will be another method of providing information and raising awareness of the travel plan and its associated measures. A travel plan page will be provided on the intranet and will be updated regularly.

5.2.14 Poster campaigns to promote measures such as TfL's car share website and healthy transport modes will be an important aspect of raising awareness of alternatives to the private car. Posters should be prominently displayed and Transport for London should be able to assist with providing promotional materials.

5.2.15 Road shows and events can be used to promote campaigns such as Bike to Work Week. They can also be used to provide information on different modes of transport such as public transport services. We will work with Enfield Borough Council, TfL and other public transport operators to hold regular road shows with the aim of raising awareness of alternatives to the private car.

Our Visitors and Patients

5.2.16 Encouraging our visitors and patients to use sustainable modes of transport to travel to the Hospital will be an important aspect of the travel plan. Information on alternatives to the private car will be provided on the website, in appointment letters and we will encourage staff to direct their visitors to the website prior to their journey.

6. Package of Measures for Employees

6.1 Introduction

- 6.1.1 The main core of a travel plan is its package of measures, which can be comprised of a mixture of different kinds of actions, incentives and infrastructural improvements. Measures might be motivational, for awareness raising or for information provision. They could entail alterations to the way the organisation goes about its business (and to policies which dictate this). Finally, financial incentives or loans to remove barriers to sustainable travel might also feature.
- 6.1.2 This chapter sets out the package of measures which we will introduce in order to influence employee travel to and from our site, both for commuting and in the course of our business. Measures we have already introduced were discussed in Chapter 2.
- 6.1.3 Encouraging employees to think about how they travel to work will require a real culture change and it is therefore important that employees are given the opportunity to comment and contribute to travel plan measures.

6.2 Walking

- 6.2.1 Both cycling and walking are almost always encouraged within a Travel Plan. Walking is the most sustainable methods of travel, has a number of proven health benefits and is an important source of personal freedom. Walking is important for the vast majority of people, including those using public transport or without access to a car. It potentially has an important role to play in journeys to work, particularly for those living within two miles of their workplace. Walking is free and offers predictable journeys. Furthermore, it does not cause negative impacts in the same manner as vehicular travel (for example emissions, pollutants, severance). As with cycling, walking is a form of active travel, which can offer a range of physical and psychological benefits to the individual.
- 6.2.2 A report by the Chief Medical Officer (CMO) for England has suggested that 30 minutes of moderate intensity physical activity, such as brisk walking or cycling, will only be achieved by helping people to build activity into their daily lives. The CMO's 2004 report on physical activity states that:
- "For most people, the easiest and most acceptable forms of physical activity are those that can be incorporated into everyday life. Examples include walking or cycling instead of driving."*
- 6.2.3 Taking this into account the Trust is keen to promote walking to work as it promotes healthy lifestyles and will assist us to support the objectives of the NICE guidance relating to Obesity. Furthermore, walking to work will provide the following benefits:
- A healthier, happier workforce as it increases the productivity of staff;
 - Reduced absenteeism due to a healthier workforce;
 - Reduced stress as staff do not have to find a car parking space, which contributes towards a healthier and more productive workforce;
 - Reduced stress and improved health which leads to lifestyle improvements;
 - Reduced demand for staff car parking;

- Reduced demand for parking from staff which will result in less parking on the surrounding residential streets (and improves the image of the organisation);
- Overall reduced traffic levels which result in less pollution and improve air quality in the local area; and
- Reduced traffic levels result in reduced road traffic accidents.

6.2.4 Analysis of the home postcode data provided by HR identified that 16% of participants live within 1.5 miles of the Hospital. The travel survey identified that 18% of respondents currently walk to work and we will hope to build on this figure by implementing the following measures:

- Promote the lockers and storage areas that can be used by pedestrians;
- Promote the showers which can be used by pedestrians;
- Negotiate a discounts on footwear/accessories;
- Provide pedometers to staff that live within two miles of the RFH Hospital;
- Develop marketing materials to highlight the health benefits of walking to work; and
- Organise high profile events to promote the health benefits of walking to work.

6.3 Cycling

6.3.1 Cycling is cheap, offers reliable journey times and is environmentally friendly. Within the workplace, encouragement of cycling can lead to a healthier, more productive work force.

6.3.2 A link has been identified between car growth and obesity, with both trends increasing at a similar rate between 1985 and 2000. Travel plans can offer substantial health benefits to individuals who are motivated to complete more journeys on foot or by cycle. In turn, employers can benefit through increased productivity and reduced absence through illness.

6.3.3 Active travel is a means by which people can fit exercise into their busy lives and has been shown to have both physical and psychological benefits, including improved concentration upon arrival at their destination. The health benefits of cycling outweigh the risk of accidental death whilst cycling by a ratio of 20:1. A travel plan can offer benefits through the role of active travel in helping to: prevent diabetes, reduce the risk of colon cancer, prevent high blood pressure, decrease the risk of Coronary Heart Disease, control body weight, and prevent osteoporosis.

6.3.4 The London Cycling Action Plan incorporates an aim to achieve an 80% increase in cycling by 2010 through a number of measures including infrastructure improvements such as parking and an increase in highway facilities, and also promotional campaigns. The travel plan for the RFH will support this target by encouraging our staff to cycle to work and we will facilitate this through the following measures:

- Promote the pool bicycles available to employees;
- Promote shower facilities;
- Promote lockers and storage for cyclists;
- Raise awareness of the tax breaks for bikes initiative which allows staff to purchase a bike as part of a salary sacrifice scheme, saving up to 40%;
- Encourage staff to cycle on Trust business;
- Negotiate a discount on cycle and accessory purchases;
- Work with the London Borough of Camden to provide cycle training;
- Take part in Bike Week;
- Promote the health benefits of cycling to work.

6.4 Public transport access

6.4.1 Increased use of public transport is a fundamental aspect of the Government's sustainable transport strategy and is particularly important in London where we have the greatest levels of provision in the country. The benefits of travelling by public transport can include:

- No need to park.
- Traffic free routes (with rail or bus priority existing).
- No need to pay the London Congestion charge.
- Being able to relax, read or work (particularly when travelling on business during the day).

6.4.2 It is important to recognise that, where possible, walking and cycling are usually favourable to public transport because they have fewer environmental impacts and offer health benefits. Nevertheless, public transport remains important, particularly for journeys to work of more than 5 miles (8km).

6.4.3 Analysis of the survey data identified that 55% of staff travel to work using public transport and we hope to build on this by:

- Promoting the public transport season ticket loans;
- Providing bus information to staff who live on high frequency public transport corridors;
- Work with TfL and the local London Boroughs to organise high profile events which highlight the benefits of using public transport;
- Encourage the use of public transport when travelling on Trust business.

Managing car use

6.4.4 It is important that car use and parking are managed as the availability of free car parking will underpin the success of the travel plan. Better management can help to ensure more efficient and equitable use of spaces, particularly since parking is usually a subsidised resource (the provision and maintenance costs of which are often not borne or fully borne by staff). Our proposals for encouraging more efficient car use for commuting to our site are set out below.

Car Parking

6.4.5 As outlined in Chapter 2, the Trust has access to 415 car parking spaces at the Hospital of which almost a third are reserved for patients and visitors. These spaces are allocated according to need, particularly the need to access a car during the working day. Taking this into account, measures to manage car parking will need to go hand in hand with measures to reduce the need to travel on Trust business.

6.4.6 The bullet points below outline our car parking management measures:

- Encourage the use of smarter working techniques to reduce the need to travel on Trust business;
- Explore restricting the use of parking permits so that staff can only park in the car park if travel by car on Trust business is essential;
- Encourage the use of sustainable modes to travel on Trust business;
- Raise awareness of the impact of car use;
- Consider increasing car parking charges in line with the cost of public transport.

Car Sharing

- 6.4.7 Car Sharing refers to a situation where two or more people travel by car together, for all or part of the car trip and can be an effective way of reducing peak hour congestion. The Trust does not provide car share parking spaces.
- 6.4.8 The travel survey identified that 5% of respondents currently share a car to work as the driver or the passenger.
- 6.4.9 Car share schemes have a greater chance of success when there is a critical mass of staff. Taking this into account, the Trust will consider working with employees based at other organisations such as Camden PCT and UCL's medical school to encourage car sharing.
- 6.4.10 The Trust will implement an informal car share scheme and the bullets below provide a summary of the key measures.
- Promote TfL's car share database;
 - Provide a link to TfL's car share database on the intranet.

6.5 Reducing the need to travel

- 6.5.1 A good travel plan looks beyond opportunities for modal shift towards lower impact modes. It incorporates a review of the overall operation of the organisation to identify means by which it is possible to improve efficiency and to reduce the need to travel overall, particularly by car. This section summarises the measures which we will introduce to reduce the need to travel both to our site and also in the course of work.

Reducing the Need to Travel To Work

- 6.5.2 The survey identified that only a small number of staff (9%) work flexible hours which enables staff to arrive at work any time before 10am and leave any time after 4pm.
- 6.5.3 Perhaps due to the nature of the Hospital, encouraging flexible working may only be relevant to a small number of employees; however this measure should not be overlooked. Research has found that people can be discouraged from using public transport, particularly bus travel, because of over crowding and rowdy school children. Flexitime is a useful tool as it allows staff to travel outside of peak hours which can assist in improving the journey to work experience.
- 6.5.4 Home working and compressed working weeks may only be appropriate to a small number of employees however the Trust will still consider providing these measures as can reduce the need to travel.
- 6.5.5 The bullets below provide a summary of measures which will be used to reduce the need to travel to work:
- Continue to provide flexitime so that staff are able to travel to work outside of peak periods;
 - Consider the feasibility of offering staff a compressed working week to reduce the need to travel to work five days a week;
 - Investigate home working.

6.6 Business travel

- 6.6.1 A key objective of the travel plan is to reduce the reliance on single occupancy vehicles when travelling on Trust business in order to reduce our environmental impacts and the carbon footprint of the Hospital. Furthermore, with rising fuel costs and the congestion charge it is important that we consider techniques which can bring cost savings for the Trust.
- 6.6.2 A study carried out by web collaboration experts, WebEx, found that over one third of face to face business meetings are both unnecessary and counter productive. The study also found that on average workers attend over 91 face to face meetings per year which means that 33 per year are unnecessary. This can affect productivity, increase costs and contribute to UK businesses' carbon emissions. Taking this into account, we should be asking our staff to consider if it is necessary to hold a meeting and can we achieve a similar outcome using other methods such as email or teleconferencing.
- 6.6.3 Teleconferencing and audio-conferencing facilities are not currently provided at the RFH. Conference calls can easily be made using a specialised service provider who maintains the conference bridge, or who provides the phone numbers and PIN codes that participants dial to access the meeting or conference call. As part of the travel plan, we will examine the cost of utilising such a service and, if appropriate, promote to our staff.
- 6.6.4 As discussed in chapter 2, cyclists are currently able to claim 10 pence per mile for business travel when using their own bicycles and we would look to increase this to reinforce the objectives of the travel plan.
- 6.6.5 The following bullets sets out measures by which we will seek to reduce car use for business purposes.
- Consider replacing fleet vehicles with low emission vehicles;
 - Encourage cycling on Trust business;
 - Encourage the use of public transport for business trips;
 - Encourage smarter working such as teleconferencing facilities.

6.7 Travel information and planning

- 6.7.1 Complete and easy to understand information about travel is an essential ingredient for a travel plan. The first step towards behavioural change is for an individual to understand and consider the options which are realistically available to him or her and the benefits and dis-benefits of each. One barrier to behavioural change is not knowing about these options. Equally, it is unrealistic to expect behavioural change where there are no viable alternatives. This is why baseline surveys and assessments are important elements in the travel planning process.
- 6.7.2 This section summarises the measures which we will introduce to disseminate travel option information and to facilitate the planning of commuting and business journeys.
- For New Recruits***
- 6.7.3 New recruits receive information regarding travel to the Hospital before they commence work, however this information does not include details on measures such as interest free loans to purchase oyster cards or the tax breaks for bike initiative.

-
- 6.7.4 We will develop a travel guide which will be issued to all new starters prior to commencing work at the Hospital. The guide will include information relating to how to travel to the RFH, travel plan measures and other useful information which can be used to make travelling to work easier.

For All Staff/ Site Users

- 6.7.5 A travel guide is available on the Hospital intranet site that contains information on the travel plan and its associated measures, information on travelling to the Hospital and links to useful websites. The guide will be regularly updated to reflect changes in the public transport network and inform staff of new measures which staff may be interested in taking advantage of.
- 6.7.6 We will include, on our website, a link from our home page to TfL's website so that staff can plan their journeys or check real time information on public transport services.
- 6.7.7 Lack of information may be a barrier and a personalised travel plan could help to encourage a modal shift to sustainable modes. A personalised travel plan would include information on the following:
- Personalised information on how to travel to work on foot, by bike or using public transport.
 - Materials that promote the benefits of changing travel modes such as health, cost or environmental benefits.
 - A free taster public transport ticket or information on how to receive free cycle training.
 - Details on how to take advantage of the Trust's interest free loan scheme for season tickets or bike purchase.

7. Monitoring and Review

7.1 Introduction

- 7.1.1 Our travel plan is a continuous process for improvement, requiring monitoring, review and revision to ensure it remains relevant to our organisation and those using this site. This section of the plan sets out our proposals for monitoring and review of the travel plan over the next 5 years.
- 7.1.2 In line with Transport for London's i-TRACE monitoring procedures, we will undertake monitoring of our travel survey every year. In year five, or perhaps sooner if the need arises, we will review our travel plan and targets and will set new objectives, targets and measures where appropriate.
- 7.1.3 This section sets out the specific monitoring proposals associated with our site and the means by which we will assess progress towards our targets.

7.2 Monitoring plan

- 7.2.1 Table 7.1 below summarises our monitoring plan, including the data collection activities which will be undertaken and when these will occur. Specific types of information and indicators which will be measured through each activity (see Chapter 3) are also identified.

Table 7.1: Monitoring Plan

Data Collection Exercise	Key information	When/ how frequently	By whom	Comments
Baseline staff travel survey	Staff travel for commuting and business travel.	Completed Oct 06	Travel Plan Co-ordinator and SSA consultant	The response rate was not high.
Cycle Parking snapshot	Measure number of bikes parked inside and outside the building.	Every six months.	Travel Plan Co-ordinator	Add results to the monitoring report.
Tax breaks for bikes	Monitor the uptake of the tax breaks for bikes scheme.	Annually	Travel Plan Co-ordinator and Finance	Add results to the monitoring report.
Operational travel snapshot	Monitor the cost of business mileage compared with previous years.	Annually	Travel Plan Co-ordinator and Finance	Add results to monitoring report.
Snap shot survey	Undertake mode share survey of Hospital staff to establish travel patterns.	Annually	Travel Plan Co-ordinator	Include results within monitoring report.
Full survey	Undertake comprehensive travel survey of site users including visitors and patients.	Oct 2008 Oct 2013	Travel Plan Co-ordinator	Utilise iTRACE survey and submit results to TfL.
Monitoring Report	Annual review of the Travel Plan	Annually	Travel Plan Co-ordinator	Collate, analyse and interpret all results and evidence of success. Use to review Travel Plan effectiveness. Submit to TfL, Sub regional co-ordinator and the London Borough of Camden.

7.3 Reporting

- 7.3.1 The results of our travel surveys and of any review of the travel plan will be annually reported to TfL, the London Borough of Camden and the Sub Regional Travel Plan Co-ordinator.
- 7.3.2 As appropriate, we will also disseminate key survey and monitoring findings amongst our staff.

8. Action Plan

8.1 Introduction

8.1.1 This chapter draws together our proposals for travel plan implementation, monitoring and review. The actions which we will take are summarised in our action plan, which indicates how the various elements of the plan will be drawn together and how we will prioritise our actions.

8.2 Action Plan

8.2.1 Table 8.1 below summarises the proposed measures that will form the RFH travel plan. These measures will be used to manage travel at the RFH and will primarily deal with staff commuting.

8.2.2 Each measure will either be applied in years one to five or continuously implemented through out the five year cycle of the travel plan.

Table 8.1: Action Plan

When	Activity	By Whom
2008	Provide lockers and storage areas that can be used by pedestrians.	Public Health
2008	Provide additional showers which can be used by pedestrians.	Public Health
2009	Negotiate a discount on footwear/accessories.	HR
2008	Provide pedometers to all staff that live within 2 miles of the Hospital.	Public Health
2008	Develop marketing materials to highlight the health benefits of walking to work.	Public Health
Ongoing	Organise high profile events to promote the health benefits of walking to work.	Public Health
Completed 2007	Provide cycle parking and shower facilities.	Estates
Completed 2007	Provide lockers and storage for cyclists.	Estates
Spring 2009	Raise awareness of the tax breaks for bikes initiative which allows staff to purchase a bike as part of a salary sacrifice scheme, saving up to 40%.	HR
Completed	Negotiate a discount on cycle and accessory purchases.	BUG
Ongoing	Continue to provide cycle training.	BUG
Ongoing	Take part in Bike Week.	BUG
Ongoing	Promote the health benefits of cycling to work.	Public Health Lead

	Provide pool bikes.	-
Ongoing	Promote the public transport season ticket loans.	HR
Ongoing	Work with TfL and the local district councils to organise high profile events which highlight the benefits of using public transport.	Travel Plan Co-ordinator
Ongoing	Encourage the use of smarter working techniques to reduce the need to travel.	Travel Plan Co-ordinator
2009	Promote TfL's car share database	Travel Plan Co-ordinator
Ongoing	Raise awareness of the impact of car use.	Travel Plan Co-ordinator
2008	Review the way car parking permits are allocated. Allocate on need rather than grade.	Steering Group Review
2010	Consider providing flexitime so that staff are able to travel to work outside of peak periods.	Steering Group Review
2010	Consider the feasibility of offering staff a compressed working week to reduce the need to travel to work five days a week.	Steering Group Review
2010	Encourage home working.	HR
2010	Investigate use of technology to reduce no. of meetings that need to be held face-to-face	Travel Plan Co-ordinator
2008	Increase cycle and motorcycle mileage rates for business travel.	Travel Plan Co-ordinator
Completed 2007	Set up Travel Plan Steering group which is chaired by a Senior Manager.	Steering Group Review
2008	Sign off Travel Plan at Board Level.	Steering Group Review
October 2008	Carry out i-TRACE travel survey	Staff Travel Plan Co-ordinator
2008	Provide a 'Green' page within the staff newsletter.	Staff Travel Plan Co-ordinator

Appendix 1 - Policy context

National Policy

The Government has established the need to reduce car dependency and increase travel choices through key guidance in the Transport White Paper, Road Traffic Reduction Act and the Planning Policy Guidance 13 (Transport). Of these, Planning Policy Guidance 13 (PPG 13) provides the strongest imperative for travel plans and any arising planning obligation. It recommends travel plans for various land uses, including places of work.

PPG13 (Transport) 2001 indicates that travel plans should be submitted alongside major planning applications, developments likely to generate a significant amount of traffic, or to generate traffic in sensitive locations (e.g. Air Quality Management Areas). They should help to deliver:

1. reductions in car usage (particularly single occupancy journeys) and increased use of public transport, walking and cycling;
2. reduced traffic speeds and improved road safety and personal security particularly for pedestrians and cyclists; and
3. more environmentally friendly delivery and freight movements, including home delivery services.

Travel plans, or elements from them, are often secured by a planning condition or agreement. Information on planning obligations secured under Section 106 of the Town and Country Planning Act (1990) can be found in Circular 05/2005 published by the Office of The Deputy Prime Minister (ODPM). The ODPM is now the Department for Communities and Local Government.

Regional Policy

At the regional level, Greater London has a unique arrangement for integrating transport and planning; the Mayor of London is responsible for the preparation of a Spatial Development Strategy (The London Plan) and a Transport Strategy (The Mayor's Transport Strategy).

The London Plan

The London Plan sets the strategic framework for spatial planning in London. Policy objectives for improving accessibility within London are contained within Objective 5:

- Provide the spatial framework for the development of London's transport system to ensure that development supports the Mayor's Transport Strategy.
- Improve and expand London's public transport through increased and phased investment in services and infrastructure.
- Minimise the need to travel and the growth of journey lengths.
- Improve international, national and regional transport access to London, including airports and ports.
- Integrate development with public transport to ensure that there is a proper fit between development and the capacity of the public transport network to service it over the period on the plan, taking appropriate opportunities to intensify the use of land where current or future transport capacity allows and to connect Londoners to employment opportunities.
- Tackle congestion through levels of restraint of car use appropriate to different parts of London and the provision of alternatives, including the improvement of access on foot and cycling and better and safer facilities for pedestrians and cyclists.
- Improve the sustainable movement of freight within and around London, making more use of water and rail.
- A series of Transport policies within the London Plan seek to support Objective 5 and cover the issue of travel plans and Transport Assessments. In particular, Policy 3C.2 indicates that:

'Developments with significant transport implications should include a Transport assessment and travel plan as part of planning applications.'

The Mayor's Transport Strategy

The strategy complements The London Plan by providing a targeted approach to transport improvements for London. The plan indicates that Boroughs should give due weight to the following in planning decisions, where appropriate:

- that development should be planned and located with the aim of providing a range of attractive and convenient travel choices, and encouraging alternatives to car use;
- the management of parking and relevant parking standards;
- the need to support and enhance the role of London's town centres by providing for sustainable access through land use planning;
- the provision of developer contributions for transport measures where appropriate and reasonably related to the development proposal; and
- the provision of transport assessments for major new trip generating development proposals, indication that these should include information about how travel behaviour will be influenced by the proposed development and that Workplace travel plans should be produced where appropriate.

Local Policy

Each of the London Borough's should reflect the London policy impetus for travel plans within their Local Implementation Plan and Development Plan/ Local Development Framework Policies. They will usually set out their local approach to workplace travel plans, as well as specific motivations and policy requirements related to their introduction in relation to developments within the Borough.

Appendix 2 - Staff survey questionnaire

Staff Travel Survey

Royal Free Hampstead 
NHS Trust

A healthy travel plan?

Did you know that cycling or walking briskly for 30 minutes daily can halve your risk of heart disease?

The Royal Free is working on a travel plan and we need your help to produce something which will help the environment and be practical for staff. First, we need to know how everyone travels to work now. And drivers, we'd like to know what you would need to consider coming to work without the car - a car share scheme? Showers?

Please fill in the survey and help us to improve the health of our staff and the environment.

Adrian Tookman
Medical Director

Questionnaire

1 Name of your home town or village
Postcode

Work pattern

2 How far do you estimate that your journey to work is (one way)?

- Less than 1 mile 1 - 2 miles 3 - 5 miles 6 - 10 miles
 11 - 20 miles 21 - 30 miles over 30 miles

Your usual travel pattern

3 Please indicate the number of days per week that you travel to work by the following modes of transport during a usual working week.

Car users go to question 4
Non car users go to question 11



Mode	Number of days per week (0,1,2,3,4,5)
Car (as single occupant)	
Car (as a passenger)	
Car (as a driver with others)	
Scottemoped/ motorbike	
Bus	
Bicycle	
Walk	
Train/tube	
Other please specify	

4 What are your main reasons for using a car to get to work? (please tick all that apply)

- Time savings
 Alternatives not available/realistic
 Cost savings
 Distance travelled too far to use alternative for disability/health reasons
 Car needed for business
 Travel
 Personal safety
 Carer responsibilities (eg school run)
 Other (please specify) _____

5 How many days per week do you use your car for the following? (please tick one answer)

	Daily	2-4 days	1 day	Occasionally	Never
Lunchtime trips	<input type="checkbox"/>				
Other purposes on the way to work	<input type="checkbox"/>				
Other purposes on the way home	<input type="checkbox"/>				

6 What do you consider are the main traffic problems on your way to work? (tick all that apply)

- Traffic congestion on the way to/from work Queuing traffic to access/exit the site
 Parking problems on site Lack of alternatives to the car to reach the site
 Other (please specify) _____

7 How long does your journey to work take? (please tick one answer)

- 0-15 mins 16-30 mins 31-60 mins 61-90 mins over 90 mins

8 How often do you experience traffic problems that add to your overall journey times? (tick all that apply)

- Most days 2-3 days per fortnight never 2-3 days per week 2-3 days per month



9 On average how much time do these problems add to your journey time? (please tick one answer)

- 5-10 mins 11-20 mins
 21-30 mins over 30 mins

10 What are your main reasons for not using a car to get to work? (please tick all that apply)

- No car available
 Avoid congestion
 Health/fitness reasons
 Enjoy using the alternatives
 Cost savings
 Most practical method
 Environmental concerns
 Other (please specify) _____

Alternatives to the car

To be filled in by all respondents. If you already use such modes, which of the following improvements would you like to see? (Please tick all that apply)

11 Which of the following measures would encourage you to join a car-sharing scheme?

- On-line access to a car share database
 Preferential guaranteed car-parking spaces for registered car sharers
 Guaranteed transport home in the event of an emergency/unforeseen work requirements
 Incentives for car sharers
 Nothing would encourage me
 Other (please specify) _____

Public transport

12 Would you be likely to use public transport if any of the following services were provided?

- More convenient bus stop/pick up points on site
 Improved shelters
 Better quality buses/tubes
 Discounted or lower fares
 Tickets and timetable information available from work
 Bus links between site and nearest railway/tube station
 More frequent lunchtime shuttlebus to nearest shops/services
 Other (please specify) _____



Cycle and motorcycle use

13 Would you be likely to cycle if any of these facilities were provided?

- Measures to improve cycle safety along the nearby roads
 Showers/changing and locker facilities at place of work
 Discounts/loans towards the purchase of a cycle
 Improved cycle network in local area
 Training, advice or guidance on safer cycling
 Cycling buddy
 I would like more information on the bicycle user group at RH
 Other _____

14 If you travel to work by motorcycle/moped which of the following would you like to see?

- Covered parking area for motorcycles/mopeds
 Showers/changing/storage at work
 Training, advice or guidance on safer motorcycling
 Improved secure parking

15 How often would you be likely to use alternative methods of travel to the car if any of the above facilities were provided?

	Daily	3-4 a week	1-2 a week	Occasionally	Never	Sometimes
Car sharing	<input type="checkbox"/>					
Public transport	<input type="checkbox"/>					
Cycling	<input type="checkbox"/>					
Motorcycling	<input type="checkbox"/>					



Alternative working practices

16 If appropriate to your responsibilities how often would you be interested in taking advantage of homeworking? (Please tick one answer)

- Daily
 3-4 days per week
 1-2 days per week
 Occasionally
 Never
 Not appropriate to my responsibilities

Travel on NHS business

17 During the course of your working week do you need to leave your place of work on business

- Yes (go to Q18) No (go to Q22)

18 How do you normally make this journey?

- NHS pool car Car passenger
 Motorcycle Train
 Bus Own car
 Lease car Cycle

19 How often do you travel on NHS business by car? (please tick one answer)

- Daily 2-3 days per week
 3-4 days per week At least weekly
 At least monthly Less than monthly

20 How many miles do you travel by car on NHS business each year?

- Less than 501 501 – 1,000
 1,001 – 3,000 3,001 – 5,000
 5,001 – 10,000 More than 10,000

21 Please indicate which of the following options represent realistic alternatives to the car for business trips (please tick all that apply)

- Public transport Car sharing to meetings
 Pool car Walking
 Cycling Video conferencing



About you

- 22 Please enter your Directorate/
team/service/division and unit _____
- 23 What is your grading level or
equivalent? _____
- 24 Do you normally work
- | | |
|---|--------------------------------------|
| <input type="checkbox"/> Flexible hours | <input type="checkbox"/> Fixed hours |
| <input type="checkbox"/> Full time | <input type="checkbox"/> Part time |
- 25 What is your age?
- | | |
|-----------------------------------|----------------------------------|
| <input type="checkbox"/> Under 20 | <input type="checkbox"/> 20-29 |
| <input type="checkbox"/> 30-39 | <input type="checkbox"/> 40-49 |
| <input type="checkbox"/> 50-59 | <input type="checkbox"/> Over 60 |
- 26 Are you?
- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|



Over to you

Your views are important to us. Please feel free to add any thoughts, comments or ideas on travel issues in the space provided or on a separate sheet of paper to be enclosed with your completed questionnaire.

If you wish to be entered into the prize draw, please fill in your name and contact details below:

Name
Tel no
Hospital address

Many thanks for your co-operation

Because it is so important that we get a good response to this survey, we are running a prize draw alongside the exercise. Everyone who fills in the questionnaire will be entered into the draw and could win:

- Cycle Surgery vouchers • £100 Budgens voucher
- Free Membership for The Armoury Hampstead • Many more prizes...

Please return the survey to us by 31 May 2006 and help us make a difference to the environment.

Return address: **Travel Survey**
Directorate of Projects
Ground Floor
Royal Free Hospital



Questionnaire developed by NHS/TRACE
 Design and illustrations by Melissa Anderson at the Hampstead Campus Legal Team & Learning Change (Hampstead School) London W8 3PH

Appendix 3 – Results of staff survey