

Torbay Hospital

A Healthy Travel Plan

DOCUMENT CONTROL

Project Title:		Torbay Hospital Travel Plan	
Client:		South Devon Healthcare NHS Foundation Trust	
Project Manager:		Michael Kitching	
Project Number:		SK20722	
Document Reference:		SK20722-TP04	
Document Type:		Travel Plan	
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Directory & File Name:		P:\SK20722\Technical\Reports\SK20722_TP04	
Issue	Date	Distribution	Comments
01	11 September 2007	Martin Lovell Malcolm Batt Ann Barlow	Draft for Comment
02	18 September 2007	Martin Lovell Malcolm Batt Jo Brimblecombe Ann Barlow	Electronic Final Draft for Review plus 3 x Hard Copies (post)
03	21 September 2007	Martin Lovell Malcolm Batt Jo Brimblecombe Ann Barlow	Electronic Final Copy
04	27 September 2007	Torbay Council Martin Lovell Malcolm Batt Jo Brimblecombe Ann Barlow	Electronic Final Copy (amended)

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1.0 INTRODUCTION

Background

- 1.1 This Travel Plan has been developed on behalf of South Devon Healthcare NHS Foundation Trust (SDHFT) by SK Transport Planning in order to outline proposed transport and access measures to be adopted at Torbay Hospital. It is expected that this Travel Plan will assist in facilitating sustainable travel practices to the redeveloped hospital site.
- 1.2 The proposals to redevelop Torbay Hospital have been ongoing since 2001. The Trust had previously investigated the potential of delivering a new hospital facility through a Private Finance Initiative (PFI) scheme. This approach looked to provide a new-look Torbay Hospital with construction beginning in 2008 and completed in 2012. However alternative ways to generate funds to deliver new healthcare facilities at the hospital have also been considered. The Trust has now concluded that it will progress with step-by-step building developments, allowing patients to benefit from providing new healthcare facilities in phases. This means that there will be less impact from the construction work on the overspill of traffic onto the local road network. In addition, the Trust's future Business Plans indicate that the number of patient attendances at Torbay Hospital are not expected to increase traffic movement to, from or around the site. The Trust has retained its vision for reducing journeys to the hospital site by each patient through the development of "one-stop" clinics and community-based clinics.
- 1.3 Much of the previous transport assessment and evaluation work carried out as part of the PFI scheme continues to underpin the latest approach to redevelopment proposals at Torbay Hospital. Indeed the fundamental principles of encouraging all staff, patients and visitors to travel as sustainably as possible remains the main thrust of the traffic and transport objectives for any new healthcare facility.
- 1.4 Hospitals have specific transport needs and associated traffic and transportation issues. The Government and National Health Service (NHS) guidelines recommend the production of Travel Plans by hospitals to address the problems of travel to and from sites, and to promote the health benefits of reducing reliance on the private car. The Travel Plan for Torbay Hospital has been tailor-made to meet the unique

operational needs and staff/patient requirements of Torbay Hospital and outlines SDHFT's commitment to encouraging sustainable travel choices for staff, visitors and patients to improve both the on-campus and off campus environment. As a health promoting hospital trust, SDHFT is committed to improving the environment and the quality of life in the local community. SDHFT's commitment is not to inconvenience or disadvantage people who work in and/or visit the hospital but to help to change their attitudes to the way they travel and to provide alternative means of doing so other than sole reliance on the private car. It is the intention of SDHFT to gain staff and patient support by positively promoting the wider benefits of the Travel Plan and to lead by example.

- 1.5 Recent Government transport and planning policy statements have formalized guidelines for the production of Travel Plans and it is within this context that the Travel Plan has been produced. The Travel Plan is also mindful of guidelines specifically relating to hospital land uses particularly the Transport 2000 Trust document *The Healthy Transport Toolkit: A Guide to Reducing Car Trips to NHS Facilities*. The Travel Plan also incorporates guidelines set out by Torbay Council and comments made on previous Torbay Hospital Travel Plan by Torbay Council's Travel Plan Officer.
- 1.6 The Travel Plan process is not a one-off static event; it is constantly evolving and requires regular monitoring, updates and the consideration of new ideas. A Travel Plan has been operational at Torbay Hospital since 1999; this iteration of the travel plan process re-emphasises and builds upon the green travel strategies previously adopted by SDHFT, to meet the needs of the future redevelopment of the hospital site. Part of SDHFT's existing raft of sustainable travel policy measures has been the creation of a Hospital Transportation Group who are responsible for the development and evolution of the Travel Plan. SDHFT have also appointed a Travel Plan Co-ordinator (TPC) to oversee the day-to-day running of the Travel Plan and to form a point of contact for staff, visitors, patients and Torbay Council.
- 1.7 The general aims of the Travel Plan are to:
 - To reduce the need for journeys to and from the hospital site
 - Allow staff, patients and visitors easy access to the hospital by a range of transport modes
 - Reduce the dependency on the private car by creating ease of access to other modes of more sustainable travel

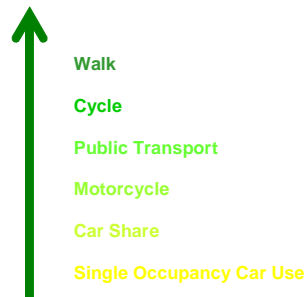
- Provide adequate and suitably located parking for those who need to travel by car, and
- Sustain and improve the alternative patterns of travel over time

- 1.8 An important element in determining the suitable raft of measures for inclusion in the TP were the findings of the travel surveys undertaken in 1999, 2001 and 2005, and the Travel Plan measures previously introduced by SDHFT. This has determined the existing hospital travel patterns and allowed an understanding of the instruments that would be required to meet the objectives of the TP and those outlined in local and national sustainable transport policy. Best practice case studies have been consulted to determine sustainable transport measures that have proven effective at similar hospital sites across the UK.
- 1.9 Comments and suggestions from Torbay Council have also been incorporated into this Travel Plan.

Themes of the Travel Plan

- 1.10 The Travel Plan for Torbay Hospital considers a raft of measures under the following sustainable policy themes:
- Theme 1: Measures to reduce car trips, particularly single occupancy car trips
 - Theme 2: Measures to encourage walking
 - Theme 3: Measures to encourage cycling and motorcycling
 - Theme 4: Measures to encourage public transport usage
 - Theme 5: Measures to reduce the need to travel
 - Theme 6: Measures to encourage sustainable deliveries and servicing
- 1.11 The provisions of the Travel Plan are aimed at staff, patients and visitors alike. They are designed to discourage staff from driving alone to work, and easing access to the hospital by sustainable modes of travel for all. Recent research undertaken by the Department for Transport (DfT) has concluded that the most effective travel plans usually include robust parking strategies as a control tool and deterrent to single occupancy car journeys, accompanied by positive incentives for modal change. The Travel Plan for Torbay Hospital aims to create a balance between restrictive measures and positive incentives. It is suggested that the positive travel incentives (e.g. discounted bus tickets, increased cycle parking and pedestrian infrastructure improvements) so as not to inconvenience staff and patients and to ensure that the Travel Plan is seen as a positive improvement.
- 1.12 Although the design of the new hospital facilities has yet to be confirmed there will be the underlying aim of promoting equity of access for all regardless of the mode of

travel that they use with greater emphasis placed on modes of travel at the top of the Torbay Hospital Hierarchy, as shown below. This Hierarchy indicates that the hospital will focus on the reduction of single occupancy car journeys by increasingly encouraging travel by other modes and ultimately encouraging walking and cycling as the ideal forms of travel.



1.13 Part of the aim of each redevelopment proposal will be to provide an uncomplicated system of direct access routes that are easy to negotiate and clearly signed to encourage increased trips by sustainable modes of travel. The redevelopment proposals and the Travel Plan recognise the importance of transport related problems traditionally associated with hospital sites and aim to encourage a reduction in the reliance on the private car.

1.14 Following this introduction the Travel Plan is structured as follows:

- Section 2.0 outlines the local and national policy guidelines that are applicable to the development of travel plans for hospital sites.
- Section 3.0 details existing travel patterns to Torbay Hospital based on 2005 travel surveys and redevelopment proposals.
- Section 4.0 details the objectives of the Travel Plan
- Section 5.0 outlines the benefits that will be gained by the continued implementation of the sustainable travel strategies at Torbay Hospital, and also the monitoring, management and targeting measures that are to be developed as part of the travel plan process.

1.15 The emerging Travel Plan measures are attached to the rear of this document.

2.0 LOCAL AND NATIONAL POLICY GUIDANCE

Introduction

2.1 The TP for Torbay Hospital accords with the policy aims identified in the 1998 White Paper *A New Deal for Transport*. These include:

- reducing the number and length of trips by the private car
- encouraging shifts from private cars to more sustainable modes
- reducing congestion
- alleviating the environmental impacts of road traffic

2.2 *Planning Policy Guidance Note 13: Transport* (PPG13) identifies the benefits of implementing Travel Plans for local businesses and services along with the sustainable transport objectives that can be achieved. Such objectives include reducing overall car usage (particularly single occupancy journeys) and the promotion of walking, cycling and public transport as real alternatives to the private car.

2.3 Local planning policy and guidance reinforces the Government's commitment to establishing travel plans for developments. In line with national policy guidance the Torbay Council's *Local Plan* (LP), *Local Transport Plan* (LTP) and guidance for the production of travel plans aims to encourage sustainable travel through improvements to walking, cycling and public transport networks, and the requirement of a site specific travel plan for all major developments.

2.4 This document has been developed with reference to recommended measures outlined in the following documents:

- The Government's White Paper on the Future of Transport *A New Deal for Transport: Better for Everyone*
- *Planning Policy Guidance Note 13: Transport*
- The DTLR document *Walk In to Walk Out*
- The DETR *Preparing your Organisation for Transport in the Future: The Benefits of Green Transport Plans*
- The Energy Efficiency Best Practice Programme *A Travel Plan Resource Pack for Employers*
- Transport 2000 Trust *The Healthy Transport Toolkit: A Guide to Reducing Car Trips to NHS Facilities*
- DfT *Making Travel Plans Work*

- Torbay Council's *Local Transport Plan*
- Torbay Council's *Local Plan*

2.5 The following websites have also been referred to for examples of best practice and current policy guidelines through out the Travel Plan process:

- www.dft.gov.uk
- www.greenerfleet.org.uk
- www.energyefficiency.gov.uk
- www.sustrans.org.uk
- www.transportenergy.org.uk/bestpractice
- www.local-transport.dft.gov.uk
- www.socialexclusionunit.gov.uk/transport

2.6 The Travel Plan has been operational at Torbay Hospital since 1999. The following documents, consultations and surveys have informed the previous iterations of this Travel Plan (and therefore have informed this emerging Travel Plan document):

- Public consultation with regards to the redevelopment proposals, including annual patient surveys
- Staff consultation
- August 1999: Staff Travel Survey
- October 2001: Review of Green Travel Plan
- Spring 2002: Traffic count and questionnaire
- November 2002: Travel Plan and Parking Strategy development in support of the outline planning permission
- On-going re-assessment through the Transportation Group
- 2004 staff questionnaires and comparison of permit holders postcodes and distance to the hospital
- 2005 staff, visitor and patient surveys
- 2005 traffic counts

3.0 EXISTING BASELINE TRAVEL PATTERNS

Introduction

- 3.1 Comprehensive surveys were undertaken in Spring 2005, with visitor/patient surveys undertaken in April 2005 and staff surveys in May 2005.
- 3.2 The 2005 existing hospital mode split is shown in the table below:

	2005 Existing Mode Split		
Mode	Staff	Patients/Visitors	Total
Car (Driver)	2497	920	3417
Car (Passenger)	105	366	471
Foot	217	29	246
Bus	107	135	242
Hospital Car Services	-	65	65
Bicycle	66	0	66
Motorcycle	14	8	22
Taxi	6	30	36
Train	3	0	3
Other	6	1	7
	3021	1554	4575

- 3.3 The 2005 survey results form the baseline against which the effectiveness of the Travel Plan will be assessed. The mode split has also informed the choice of Travel Plan measures to be adopted and the setting of future targets.

4.0 AN INTEGRATED APPROACH: OBJECTIVES, CONSTRAINTS & BENEFITS OF THE TRAVEL PLAN

Constraints

- 4.1 Health facilities and hospitals in particular are beginning to face severe problems associated with car travel. Traffic congestion and the need to divert money from health care in order to finance the increased costs of providing car parks is a strain on resources. The trend to concentrate specialist services on large sites, often in residential areas, is creating congestion which often spills out into local neighbourhood, causing annoyance and bad feeling amongst neighbours towards their health care provider – the local hospital. The Travel Plan for Torbay Hospital recognises the problems that are traditionally associated with hospital sites and seeks to ameliorate them through the introduction of a raft of robust green travel measures.

Benefits

- 4.2 The adoption of Travel Plan practices has overreaching financial, environment, health, safety and community benefits that should not be overlooked. The benefits to the hospital, the staff/patients, local community and the environment are outlined below:

- The Hospital benefits from less traffic congestion on and off site leading to easier access which could facilitate more efficient working
- The staff and patients benefit from improved health, cost and time savings, reduced stress and a general improvement in quality of life
- The local community can enjoy reduced congestion, reduced journey times, improved public transport services, improved safety, energy savings and reduced overspill parking in residential areas
- The environment benefits from improved local air quality, less noise and dirt, and the reduced impact of other national and global environmental problems such as global warming

Aims and Objectives

- 4.3 SDHFT's green travel aim is to achieve the balance between providing excellent medical care whilst contributing towards local and national sustainable transport objectives. In summary SDHFT's aim is to:

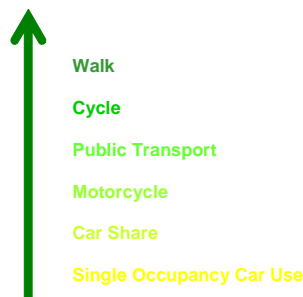
- As a hospital, to operate effectively to save lives and deliver healthcare
- As a health organisation, to promote green travel and improve health, and
- As a responsible employer, to reduce car use, promote choice and ensure personal safety

4.4 In order to achieve these aims the Torbay Hospital vision is to:

- Maximise opportunities for green travel
- Minimise the need to travel
- Reduce the need for hospital-related off-site parking, and
- Maintain access to and delivery of quality patient care

4.5 To meet Torbay Hospital's vision this Travel Plan aims to meet the following key objectives:

- Allow all employees, visitors and residents to easily access the hospital by a range of transport modes
- Reduce the number of single occupancy car trips
- Reduce the dependency on the private car and enable employees/visitors/residents to realise their potential for sustainable travel
- Sustain and improve sustainable patterns of travel over time while realising the maximum potential for the redevelopment and operating requirements of the hospital
- Promote sustainable working practices that reduce the need to travel, and
- Highlight to staff, visitors and patients the benefits to business operation and health that can be gained by the adoption of sustainable travel practices



4.6 The redevelopment proposals for Torbay Hospital will clearly define a hierarchy of hospital transport users. The Travel Plan aims to encourage staff, visitors and patients to move from single car occupancy car use to one of the other rungs on the sustainability ladder shown above through the rigorous introduction of the travel plan measures outlined in this document.

5.0 A CONTINUOUS COMMITMENT TO SUSTAINABLE TRAVEL

Introduction

- 5.1 The establishment of a clear hierarchy of responsibility for the Travel Plan and method to be used for monitoring the Travel Plan is key to the success of the sustainable transport measures proposed. SDHFT has a Travel Co-ordinator and a Transportation Working Group (which includes Staffside representation) and reports directly to the Trust Executive Directors and Trust Board.
- 5.2 SDHFT's commitment is not to inconvenience or disadvantage people who work in and visit Torbay Hospital but to help to change their attitudes to the way they travel and to assist people in using alternative means of doing so other than by sole reliance on the car.
- 5.3 The Travel Plan for Torbay Hospital is being developed and overseen by the hospital Transportation Working Group, which was established in 1999. This Transportation Working Group also provides the means for enabling employee participation and regular liaison with staff. In addition to the Transportation Working Group, SDHFT has also introduced individual Mode Groups (e.g. bicycle user groups) to take forward more detailed aspects of the Travel Plan.
- 5.4 The day-to-day running and overall co-ordination of the Travel Plan is the responsibility of the Travel Plan Co-ordinator. The Travel Plan Co-ordinator provides an initial point of contact for staff, visitors, patient and the local authority. The Travel Plan Co-ordinator plays a key role in development, evolution and implementation of the Travel Plan.
- 5.5 To enable the Travel Plan to meet its targets, objectives and ensure that it is effective, Torbay Council and local transport operators have been closely involved in the strategy for the redevelopment proposals and the development of the Travel Plan. It is proposed that this close relationship be maintained and that annual meetings with Torbay Council's Travel Plan Officer be held.

Monitoring

- 5.6 A Travel Plan is not a one off document or a static event. A Travel Plan is an evolving process that requires continuous input, monitoring and review to ensure it is meeting the defined objectives. This section outlines the framework for future management, monitoring and review of the Torbay Hospital Travel Plan.
- 5.7 The Trust proposes to carry out comprehensive surveys of staff, visitors and patients to establish patterns of movements to the re-developed site. This will allow an understanding of the effectiveness of the measures already introduced and the effectiveness of the redevelopment-led infrastructure improvements. The first surveys will be carried out in the summer of 2008.
- 5.8 The Transportation Group will then share the findings of the surveys with Torbay Council and establish a programme for future monitoring and review.

Targets

- 5.9 This Travel Plan has been formulated to accompany the various planning applications that will be submitted as part of the comprehensive redevelopment of the hospital. However in its commitment to the principles of sustainable travel and to this document, the Trust has already begun the travel plan process and is dedicated to continuing the process.
- 5.10 DfT states that travel plan targets should be 'transparent, realistic and justified'. This Travel Plan outlines the following target:
- To reduce car trips by patients, visitors and staff by 10%
- 5.11 We highlight that this Travel Plan target will primarily be achieved through measures aimed at staff at the hospital, although patients and visitors will also be encouraged to travel more sustainably through the identified measures. We highlight that this target is in line with advice on setting targets outlined by DfT who, in their document *Making Travel Plans Work*, state that a reduction in car use between 10-20% is appropriate.

5.12 Bearing in mind the redevelopment of the hospital is to happen over a significant time period it is proposed that the dates for achieving the targets are set in two phases. These are:-

- a 5% reduction in car-borne trips by patients, visitors and staff between 2007 and 2011, and
- a further 5% reduction in car-borne trips by patients, visitors and staff between 2011 and 2015.

5.13 As part of the travel surveys the Travel Plan Co-ordinator will be able to assess whether Torbay Hospital is making the progress required to meet the above targets in advance of these date.

5.14 The effectiveness of the Travel Plan and the achievement of the targets are to be assessed against the 2005 baseline mode split outlined in Section 3.0.

Sanctions

5.15 SDHFT is confident that the measures proposed as part of the Travel Plan are sufficiently robust to encourage future travel to Torbay Hospital by sustainable modes. However, in line with current policy guidelines it is understood that Torbay Council would have the ability to impose sanctions/penalties on developments that fail to meet their travel plan targets as a form of incentive to commitment to the Travel Plan process.

5.16 In line with DfT guidance (outlined in *Using the Planning Process to Secure Travel Plans: Best Practice Guide*), this Travel Plan proposes that sanctions (should they prove necessary) directly relate to specific works that are expected to rectify and remedy the failure to achieve agreed targets/outcomes. DfT guidelines state that any sanctions or fiscal penalties levied on the developer should be in accordance with Circular 1/97 (now superseded by Circular 05/05) and should relate to the cost of physical works, remedial action or to the costs of infrastructure provision that will encourage suitable modal shift rather than arbitrary fines that merely punish the developer while failing to seek to solve the problem.

Conclusions

5.17 SDHFT and SK Transport Planning are pleased to be able to submit this Travel Plan to Torbay Council as part of the continued encouragement for staff, visitors and patients to travel sustainably to and from the hospital site. As can be seen from the

raft of measures included overleaf in this document the Trust is being exceptionally proactive in delivering both hard and soft measures to encourage sustainable travel. This is a reflection of the positive approach that the hospital, not only as part of the redevelopment of the site but also as an acknowledgement of the importance of key employers and facilities in the region leading the way in terms of encouraging sustainable travel.

Theme 1 Measures to reduce car trips, particularly single occupancy car trips			
Measure	Issues	Delivery Timescale	Achieved
1. Introduction of more rigorous criteria for issuing permits	<ul style="list-style-type: none"> All members of the parking permit scheme to be registered and issued with non-transferable permit All member's vehicles to be registered and issued with a non-transferable identifying windscreen sticker Priority to be given to disabled staff, essential car users, registered car sharers and those living too far to use public transport No permits provided for staff living within a short distance of the hospital (unless they are essential car users and/or disabled) Implementation of permits on a points system, based on need Permit system to be monitored as part of the travel survey 	<p>Achieved</p> <p>October 2007</p>	-
2. Increased enforcement against unauthorised parking	<ul style="list-style-type: none"> Continuation of on-site parking enforcement Requirement that all staff vehicles must be registered as part of the permit system Yellow-lining strategy to reinforce dedicated parking areas Introduction of fines for staff/visitors found parking in unauthorised areas (including bus terminus areas) or without a parking permit Contributions towards Torbay Council off-site residential parking 	<p>Ongoing to 2012</p>	Sept 2006

Theme 1 Measures to reduce car trips, particularly single occupancy car trips			
Measure	Issues	Delivery Timescale	Achieved
	scheme to reduce displacement parking from the hospital		
3. Review of staff and visitor parking charges	<ul style="list-style-type: none"> Periodic review of parking charges to be undertaken 	Ongoing	October 2007 (staff)
4. Car sharing	<ul style="list-style-type: none"> The hospital car sharing scheme has already been developed Research broadening this database by feeding into the established 'Devon Car Share Scheme' Set up a private car sharing group on carsharedevon.com Provision of guaranteed emergency lift home for car sharers Priority parking for car sharers in allocated parking bays Promotion and marketing of car share scheme to raise awareness 	2006 (ongoing)	Ongoing
5. Pool Cars/Business Travel	<ul style="list-style-type: none"> Increased marketing and promotion to encourage greater use of pool cars for business trips Exploring use of taxis for business journeys 	2006 (ongoing)	Ongoing

Theme 1 Measures to reduce car trips, particularly single occupancy car trips			
Measure	Issues	Delivery Timescale	Achieved
	<ul style="list-style-type: none"> Promotion of public transport/walking/cycling for short business journeys Introduction of cycle mileage rates Introduction of public transport reimbursement rates 		
6. Personalised Journey Planning	<ul style="list-style-type: none"> Provision of information for all existing and new staff with information relating to alternative methods of travelling to work from their home addresses Opportunity to link personalised travel planning scheme in with request for parking permits Encourage use of the Devon Car Sharing scheme 	2006	2006
7. Car Free Days	<ul style="list-style-type: none"> Encourage the use of alternatives so that staff can leave their cars at home on more days through the application of flexible parking arrangements and encouragement to use public transport Publicity and support for Car Free events The facilitation of flexible working patterns 	2007	Ongoing

Theme 2 Measures to encourage walking			
Measure	Issues	Delivery Timescale	Achieved
1. Improve pedestrian environment on-site	<ul style="list-style-type: none"> ▪ This is a key objective of all hospital redevelopment proposals ▪ Introduction of clear, legible and safe routes linking on-site footways to appropriate off-site pedestrian routes ▪ Redevelopment will include the provision of footways of at least 2m wide ▪ Introduction of lighting and suitable pedestrian crossing points to promote personal security and road safety ▪ Retention of on-site speed limit ▪ Redevelopment proposes that the footways should not be segregated from on-site roads to ensure personal security especially on an evening/night 	2012	-
2. Improve on-site signage	<ul style="list-style-type: none"> ▪ Improve signage for pedestrians in and around the hospital site ▪ The development of a clearly defined Wayfinding Strategy to encourage journeys on foot ▪ Introduction of a landscaping strategy that promotes the Wayfinding Strategy and reinforces pedestrian routes 	2012	-
3. Improve off-site signage	<ul style="list-style-type: none"> ▪ The extension of the Wayfinding Strategy to include pedestrian route signage from the town centre and local public transport nodes to the 	2012	-

Theme 2 Measures to encourage walking			
Measure	Issues	Delivery Timescale	Achieved
	hospital to be considered as part of the wider strategy		
4. Provide showers/changing facilities	<ul style="list-style-type: none"> Showers/changing facilities for pedestrians/joggers Lockers will be available for all staff that choose to walk to work, including those who work on multiple SDHFT sites 	2008 (Summer)	-
5. Promotion & Marketing	<ul style="list-style-type: none"> Provision of walking information in more prominent positions Consideration of providing pedestrian access information with appointment cards Provision of pedestrian access information on website Production of information relating to the health benefits of walking and the provision of pedometers Consideration of the benefits of a pedestrian route audit 	2006 (on-going)	-

Theme 3 Measures to encourage cycling and motorcycling			
Measure	Issues	Delivery Timescale	Achieved
1. Improved cycle parking	<ul style="list-style-type: none"> 90 spaces to be provided initially increasing with increased demand across multiple sites Cycle parking supply to be reviewed annually Cycle parking to be provided in preferential locations near building entrances 	2008 (Summer)	-
2. Improved motorcycle parking	<ul style="list-style-type: none"> Priority parking close to building entrance Continuing to allow motorcyclists to park free (within car parking areas) 	2008 (Summer)	2006
3. Shower/changing facilities	<ul style="list-style-type: none"> Important in encouraging longer distance trips by cycle To be accompanied by secure locker facilities 	2008 (Summer)	-
4. Security and lighting improvements	<ul style="list-style-type: none"> Parking areas to be well-lit and overlooked CCTV coverage of cycle parking areas 	Incorporate as part of any significant development	-
5. Signage Strategy	<ul style="list-style-type: none"> Provide signage through redevelopment period Cycle routes on site are not to be segregated as low vehicle speeds will provide a suitable cycle friendly environment Clearly defined routes to established off-site cycle routes National Cycle Network route to be signed and available for use by non-hospital users to remove the need to use Newton Road 	2006 (on-going)	-

Theme 3 Measures to encourage cycling and motorcycling			
Measure	Issues	Delivery Timescale	Achieved
6. Cycle clubs/groups/forum	<ul style="list-style-type: none"> Local cycle clubs to be invited to take part in travel plan promotional events to raise awareness of this mode Create SDHFT Bicycle User Group (BUG) 	2007	May 2007 (BUG)
7. Cycle hire scheme	<ul style="list-style-type: none"> Hire scheme could operate on an annual basis Market research required to establish take up/price etc May be subsidised as part of the Travel Plan 	2007	May 2007
8. Training & maintenance	<ul style="list-style-type: none"> Cycle proficiency training to promote safe cycling practices to be identified and information provided to staff Consideration of providing discounted cycle repair facilities in conjunction with a local retailer (Annual Dr Bike event/bike to work week) Provide cycling literature in library 	2007	2007 (Spring & Summer)
9. Fiscal measures	<ul style="list-style-type: none"> Mileage allowance for business trips undertaken by motorcycle or cycle Possible use of 'salary sacrifice' or interest free loan schemes for funding of bicycles 	2007	May 2007

Theme 4 Measures to encourage public transport usage			
Measure	Issues	Delivery Timescale	Achieved
1. Continued liaison with Torbay Council public transport and rural transport officers	<ul style="list-style-type: none"> On going liaison with Torbay Council required with a view to maintaining and improving quality and quantity of bus links to the hospital Liaison regarding improving the frequency and reliability of services and improvements to waiting areas and bus stops Contributions towards general public transport improvements as part of the redevelopment proposals 	2006 (on-going)	-
2. Shuttle Bus	<ul style="list-style-type: none"> Investigate the feasibility and cost of introducing shuttle bus links to 'staging posts' (i.e. the train station) 	2008	
3. Improved information/waiting facilities	<ul style="list-style-type: none"> Improve public transport information/waiting facilities at bus stops on-site Public transport information via Patient Transport enquiry line Production of maps showing links to local bus stops and routes of buses stopping at the hospital Wayfinding Strategy to include signs to both on-site and local off-site bus stops Provision of public transport information boards and touch-screen information points at entrances to the hospital Consider providing travel information to be included in all appointment letters (with dedicated sustainable travel information) The on-site parking enforcement will prevent vehicles from parking 	2006	2007 (Summer)

Theme 4 Measures to encourage public transport usage			
Measure	Issues	Delivery Timescale	Achieved
	inappropriately and blocking bus stops etc		
4. Discounted ticketing scheme	<ul style="list-style-type: none"> Continuation and improvement discount for season ticket holders Promote the fact that season tickets can be purchased by monthly payments in the hospital Negotiate extension of existing discounts and investigate new subsidies Investigate feasibility of unlimited bus travel for staff starting at 8am or finishing at 6pm or discounts on all bus journeys 	2005 (Ongoing)	2005 (discounted ticketing) 2006 (Season tickets)
5. Loans for passes/season tickets (staff only)	<ul style="list-style-type: none"> Investigation of interest free loans or 'salary sacrifice' schemes for purchase of season tickets 	2006	2006
6. Improved on-site infrastructure	<ul style="list-style-type: none"> Improve on-site infrastructure for buses accessing the site (e.g. bus turnaround facilities) Improve footway links to on-site bus stops and footway links to off-site pedestrian networks Use of simple Wayfinding Strategy to ease access and clearly define routes to public transport nodes Improve on-site bus stop waiting facilities and information provision at stops 	Incorporate as part of any significant development	2007 at main entrance -

Theme 4 Measures to encourage public transport usage			
Measure	Issues	Delivery Timescale	Achieved
7. Scheduling of appointments and meetings	<ul style="list-style-type: none"> The Trust will endeavour to arrange appointments and meetings with public transport access in mind 	2006	2007 (Autumn)

Theme 5 Measures to reduce the need to travel			
Measure	Issues	Delivery Timescale	Achieved
1. Consideration of unlimited free travel tickets for use during the day	<ul style="list-style-type: none"> Should reduce the need to use the car during the working day or indeed reduce the need to bring the car into work at all 	On-going negotiation with Torbay Council and bus operators	-
2. Increased use of IT	<ul style="list-style-type: none"> Use, where practicable, of video conferencing and other IT related measures to reduce the need to travel on business Clearly, these measures will be impacted upon by the individual working/operational requirements of individual departments Provision of an internet touch screen onsite (as part of any significant development proposals) Information points in reception areas for the public to use 	2006 (Ongoing)	-
3. Staff contracts	<ul style="list-style-type: none"> The use of compressed working weeks to reduce the number of journeys made to work during the average week; this will depend upon the operational practices of individual posts and will have an impact upon parking The use of flexible working practices; this will be dependent upon the operational and working practices of individual posts The use of local recruitment drives to attempt to ensure that future staff live within acceptable walking, cycling or public transport 	2006 (Ongoing)	-

Theme 5 Measures to reduce the need to travel			
Measure	Issues	Delivery Timescale	Achieved
Staff contracts (cont.)	distances of the hospital <ul style="list-style-type: none"> ▪ Consideration of relocation packages that create incentives for new staff to live within acceptable walking distances of the hospital campus ▪ Home working 		
4. Hospital operational practices	<ul style="list-style-type: none"> ▪ Implementation of new methods of providing health care including: ▪ Introduction of one-stop outpatient clinics at the hospital ▪ More community outpatient clinics, reducing journeys to Torbay Hospital ▪ The use of outreach services ▪ The use of remote diagnosis e.g. telemedicine 	2006 (Ongoing)	-

Theme 6 Measures to encourage sustainable delivery and servicing			
Measure	Issues	Delivery Timescale	Achieved
1. Delivery outside network peak periods	<ul style="list-style-type: none"> The Trust will endeavour, where possible, to encourage delivery and servicing outside the network peak periods to reduce hospital related traffic congestion Aiming for out of hours delivery and servicing practices will also reduce conflicts between HGVs and vulnerable road users The DfT guidelines 'Developing an Effective Travel Plan' acknowledge that influencing and controlling the operating practices of suppliers and servicing companies can be difficult 	2006	-
2. Use of local suppliers	<ul style="list-style-type: none"> The Trust will endeavour to use local suppliers where possible and practicable Obviously this will depend upon the nature of the product being delivered and the use of local suppliers is likely to be limited with regard pharmaceuticals etc 	2006	2006 (as part of Trust's Approved Suppliers List)
3. New supplier contracts	<ul style="list-style-type: none"> When considering contracts with new suppliers the Trust will endeavour to choose suppliers who operate in accordance with the Government's sustainable freight policies Again the ability to meet this requirement will depend upon the nature of goods being supplied 	2006	2006 (as part of Trust's Approved Suppliers List)
4. Rationalisation of deliveries	<ul style="list-style-type: none"> Where possible the rationalisation of deliveries from the same supplier will be encouraged in an effort to reduce trips through the better co-ordination of deliveries 	2006	-

Theme 6 Measures to encourage sustainable delivery and servicing			
Measure	Issues	Delivery Timescale	Achieved
5. Wayfinding/signage strategy	<ul style="list-style-type: none"> The redevelopment proposals ensure the most efficient route for servicing and delivery vehicles This strategy also ensures that conflicts between HGVs and vulnerable road users are minimised 	Incorporate as part of the overall site redevelopment	-