

NHSScotland Travel Plan Guidance

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Disclaimer

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1. Introduction

The way we travel has a huge impact on our economy, health, environment, and the resources available for future generations. It is easy to understand why sustainable travel is important, but more difficult to put it into practice.

It is important to provide the information and support to help people to choose to cycle, walk or take public transport more often than they currently do. Travel Plans put forward ways to encourage more sustainable travel choices and help reduce the problems that arise from using cars unnecessarily. More specifically, a Travel Plan contains a package of measures tailored to the needs of individual sites. The overall aim of a Travel Plan is to promote more sustainable travel choices and reduce reliance on the car.

This document provides guidance to NHS sites across Scotland on how to prepare and implement an effective Travel Plan. It has been designed as a companion document to Scottish Health Technical Memorandum (SHTM) 07-03, which is available from Health Facilities Scotland.

Why does NHSScotland need Travel Planning?

- 1.1 The Scottish Executive outlines in 'Choosing our Future: Scotland's Sustainable Development Strategy' (2005) its commitment to 'building a sustainable future' for Scotland.

A key feature of that sustainable future is the recognition of social, economic and environmental problems associated with Scotland's increasing car dependency and, from there, the development of more sustainable travel choices.

NHSScotland is a major public sector body and employer with the nation's health and wellbeing at its heart. As such, NHSScotland has a vital role to play as both leader and exemplar in helping build that sustainable future and ensuring more sustainable travel choices are available to staff, patients and visitors.

Making certain that those sustainable travel choices are available requires careful planning. A green Travel Plan will ensure that the negative impacts of healthcare-related transport on climate change, pollution levels and congestion are reduced and that the efficiency and accessibility of healthcare services to patients is increased.

By developing and implementing functional green Travel Plans at their healthcare sites, NHSScotland Boards will be able to meet requirements laid out in recent government policy. These policies include:

Mandatory Requirement 6 of 'An Environmental Management Policy for NHSScotland' (2006):

"An NHSScotland Body's environmental management strategy must include measures aimed at promoting more sustainable travel choices through the implementation of Green Travel Plans, in association with Local Authorities."

The Scottish Executive's commitment – outlined in the 'National Transport Strategy' (2006) for:

"delivery of operational Travel Plans for all major hospitals and health facilities by April 2008"

Planning policy requirements to promote sustainable transport measures at all new healthcare sites from 2006 in 'Scottish Planning Policy 17: Planning for Transport (2006)':

"Land use planning should assist in reducing the need to travel; in creating the right conditions for greater use of sustainable transport modes; and in avoiding or mitigating adverse environmental impacts".

Green Travel Plans will also play a crucial role in helping NHSScotland meet more general policy requirements outlined in 'An Environmental Management Policy for NHSScotland (2006)' such as:

- *"The introduction of environmental management systems such as GREENCODE into each NHSScotland facility".* (Sustainable transport measures can be strong contributors to the achievement of ISO 14001 accreditation);
- *"A reduction in greenhouse gas emissions"* (travel – including travel by patients, staff visitors and suppliers – is typically a large and growing contributor to organisational green house gas emissions).

With this in mind, and, with the timely publication of 'Scottish Health Technical Memorandum (SHTM) 07-03: Environment and sustainability – Transport management and car-parking', Health Facilities Scotland has been working to assist NHSScotland Boards in making rapid progress in the development and implementation of Travel Plans for their healthcare facilities.

This Travel Plan Guidance is designed to assist NHSScotland Boards in getting Travel Plans under way and from there to achieve rapid progress with the implementation of Travel Plan measures. It provides personnel from NHSScotland Boards with information regarding the need for introducing Travel Plans and the related benefits. It also provides step-by-step guidance to anyone wishing to develop and implement a Travel Plan.

2. How to use this guidance

This guidance has been designed to act as a step by step guide to Travel Planning, and should cover everything NHSScotland Boards will need to know to develop, implement and monitor Travel Plans at their sites.

As there are a number of defined steps involved in the production of a Travel Plan, the guidance contained in this document has been presented in the following 5 sections. These are:

Section 3: What is a Travel Plan?

Before embarking on developing a Travel Plan it is necessary to have a thorough understanding of what a Travel Plan is. This section provides definitions of a Travel Plan, benefits of having one and any NHSScotland-specific policy and guidance.

Section 4: What to include in a good Travel Plan

The most successful Travel Plans are thorough in their design, implementation and monitoring. This section outlines the key points to include in a Travel Plan that will ensure its success.

Section 5: Travel Plan guide

This section describes a number of defined steps which are involved in the production of a Travel Plan. It is important to bear in mind that each of these steps are underpinned by a need for continuous awareness raising and marketing.

Section 6: Regional Transport Partnerships Travel Plan Officers

The Scottish Executive funds Travel Plan Officers based in the seven Scottish Regional Transport Partnerships (RTPs).

Full details of the support Travel Plan Officers can offer, as well as contact details, are included in this section.

Section 7: Sources of information, support and guidance

This section outlines documents, policies, toolkits and external agencies that can provide information, guidance and support for the development and implementation of a Travel Plan.

3. What is a Travel Plan?

Definitions

3.1 Definition of Travel Plan from SHTM 07-03:

“A document produced by a company or organisation which outlines measures to reduce reliance on the car as a means of getting to a particular site and instead promotes healthier and more environmentally-friendly methods such as public transport, cycling or walking”.

The document was published under the Energy Saving Trust’s old brand ‘Transportenergy’ and is now available at:

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/resourcepackemployers/>

The Energy Saving Trust’s (2002) ‘Travel Plan resources pack for employers’ states that Travel Plans are:

“A ... package of measures aimed at promoting sustainable travel within an organisation, with an emphasis on reducing reliance on single occupancy car travel. Your Travel Plan must be tailored to the specific circumstances of your site. It should take into account factors such as the size and location of your organisation or building; the number of staff employed; the number of visitors; and the number of deliveries or contractors servicing the building.”

A Travel Plan is therefore a package of practical measures designed to influence transport to an individual site or within an organisation. Such plans aim to lessen the environmental impact of transport arrangements, reduce transport journeys to NHSScotland sites for employee business requirements, manage transport to ease congestion, reduce emissions from exhausts, and relieve car-parking by reducing reliance on single occupancy car journeys.

Some other definitions of a Travel Plan are:

- a set of measures which improve travel choices, and when implemented provide more sustainable access for all;
- a package of measures with the aim of:
 - reducing single occupancy car journeys;
 - providing more travel choices;
 - providing better access to employment, healthcare, education and leisure;
- a mixture of initiatives for success e.g. car sharing, promoting public transport, cycling, walking and support of alternative work practices.

Aims and objectives

- 3.2 The overall aim of a Travel Plan is to move up an environmental hierarchy, as in Figure 1. Alternative measures to reduce the need to travel might include facilities to encourage telecommuting using remote communications technology such as teleconferencing, videoconferencing and home-based working.

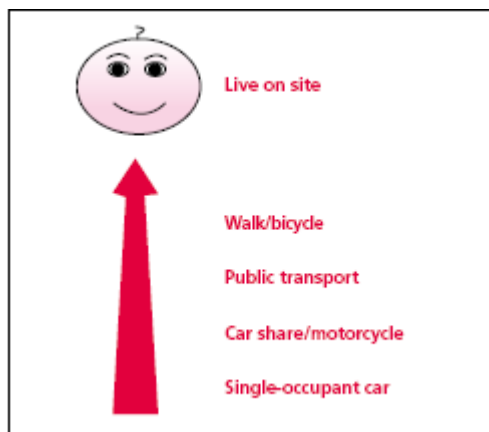


Figure 1: Environmental hierarchy

The strategic objectives of a Travel Plan are given in Figure 2. All the issues illustrated in the figure are interrelated and are dependent upon each other for the success of the Travel Plan.

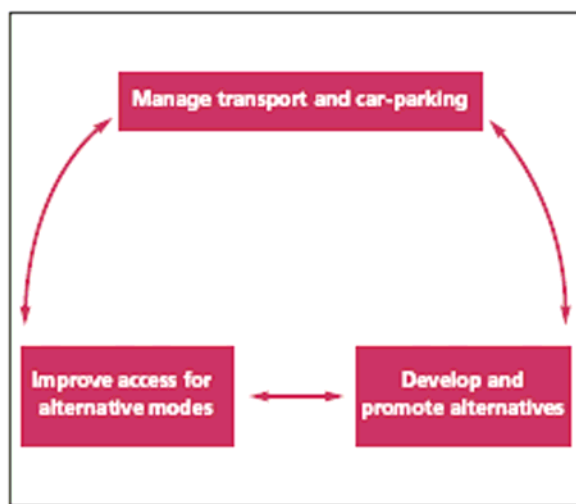


Figure 2: Strategic objectives of a Travel Plan

Benefits

- 3.3 Travel Plans are expected to produce real benefits for:

- **the individual** through improved health, reduced stress and cost savings;
- **the patient** by improving accessibility to sites, relieving concern, increasing the ability to keep appointments etc;

- **the workplace** through a healthier, more motivated workforce, reduced congestion;
- **improved access** to sites for employees, patients and visitors, emergency vehicles, potential recruits, visitors and contractors;
- **the community** by organisations demonstrating their commitment to environmental priorities and setting an example to others; reducing congestion, freeing the flow of movement through local routes, reducing incidence of road traffic accidents whilst also addressing issues of nuisance and noise;
- **the environment** through improved local air quality, less noise, dirt and fumes, which can contribute to other national and global improvements;
- **health promotion** by encouraging physical exercise, such as walking and cycling.

The key elements of a Travel Plan are:

- dedicated staff responsible for Travel Plans;
- designation of a Travel Plan manager or champion;*
- financial incentives or disincentives;
- car parking constraints and management;
- a range of alternative modes of transport;
- strong management support;
- clear objectives;
- close partnership working with local authority and public transport operators.

* This factor is considered to be very significant, as this designation can provide a focal point for the adoption of successful transport management practices.

Table 1 overleaf provides a breakdown of the main benefits of a Travel Plan and who will benefit the most from it.

	You, as an employer	Your staff	Patients/visitors	The local community/environment	Comments
Cost Savings	✓	✓			A Travel Plan can bring cost savings to both you as an employer and to your staff as travel becomes more efficient.
Increased productivity	✓				A healthier, happier workforce can increase productivity.
Reduced demand for on-site parking	✓				Reduced demand for parking enables land previously used for parking to be put to other uses.
Healthier workforce and reduced absenteeism	✓	✓			
Improved site access	✓	✓	✓	✓	
Reduced congestion	✓	✓	✓	✓	Benefits patients and also just-in-time deliveries.
Reduced accidents	✓	✓	✓	✓	
Improved staff morale	✓	✓	✓	✓	
Time savings	✓	✓	✓	✓	Reduction in time spent travelling enables more time for doing other things.
Reduced stress	✓	✓	✓	✓	
Reduced number of late arrivals to appointments	✓	✓	✓		Reduced congestion will make the journey from car park to appointment quicker and easier.
Improved staff recruitment	✓	✓			A Travel Plan can create a more attractive recruitment package as well as creating a wider base of potential employees.
Improved local air quality	✓	✓	✓	✓	Reduced traffic levels will result in less pollution.
Energy savings	✓	✓	✓	✓	Energy savings bring cost savings and environmental benefits.
Improved public transport service	✓	✓	✓	✓	Staff/patient/visitors and local residents will benefit from improvements to public transport services.
Reduced overspill parking into residential streets				✓	Reduced demand for parking will result in less overspill onto surrounding residential streets.

Table 1: Who will benefit from your Travel Plan?

4. What to include in a good Travel Plan

The most successful Travel Plans have the support of senior management and are thorough in their design, implementation and monitoring. The key points to include in a successful Travel Plan are outlined below:

1. Format

1.1 Scope

Define the number of sites for which the plan is aimed.

1.2 Readership

Target the Travel Plan at all levels of employee from temporary/casual staff to senior management.

1.3 Format

The format should be comprehensive with clear explanations supplemented with graphs/photographs.

1.4 Content

There should be a contents page, an executive summary and a clear structure. The purpose of the plan along with its aims and objectives should be fully explained and a timescale for implementation outlined. Contact details for the person responsible for the Travel Plan should be included.

2. Motivations

2.1 Key motivations

- part of Corporate GREENCODE and ISO14001;
- part of an environmental initiative;
- satisfy a planning condition e.g. Scottish Planning Policy 17: Planning for Transport (2005);
- Healthy Working Lives Award Programme.

2.2 Benefits to the individual

- improvements to health with increased walking and/or cycling;
- cost savings;
- time savings;
- convenience;
- social benefits;
- lifestyle enhancements.

2.3 Benefits to the workplace

- reduce / manage parking problems;
- reduced sickness;
- cost savings from reduced sickness;
- time savings, punctuality and reduced site congestion;
- good environmental, social, employee and community image;
- increased business efficiency, reduced payments from mileage.

2.4 Benefits to the community

- less vehicles;
- lower pollution levels/better air quality;
- improved public transport services from negotiations with service providers through local organizations;
- improved cycle routes/paths.

2.5 Benefits to the environment

- climate change;
- local air quality;
- noise.

3. Organisation and site background

3.1 Physical

Description of the physical structure of the site i.e. number of parking spaces, entrances and so on.

3.2 Organisation

This section should consider the number of departments, employees and the type of work carried out.

3.3 Geography

- details of the type of built environment;
- details of local cycling conditions;
- details of local walking conditions.

3.4 Subsidiary details

- details of recorded site audit;
- details of car/cycle parking;
- details of changing/shower facilities;
- information from suppliers of deliveries;

- public transport access, frequency of services and location of stops;
- congestion problems.

4. Survey details

4.1 Survey

Include details of the travel survey.

5. Identify measures

5.1 Social objectives

To minimise the impact of the organisation and its related activities upon the local community (congestion, noise, pollution).

5.2 Economic objectives

To improve the recruitment and retention of staff through greater availability of alternative modes of transport, reduced congestion and cost savings through car-sharing schemes etc.

5.3 Specific objectives

- increase the attractiveness of walking, cycling and public transport modes;
- reduce the number of journeys made by sole occupancy vehicles;
- reduce the need for commuter trips for business purposes.

6. Process

6.1 Implementation

- provide general/approximate timescale for the implementation of the Travel Plan measures;
- provide specific dates for the implementation of the Travel Plan elements.

6.2 Resources

- specify the total resources required for the Travel Plan.

6.3 Internal support

- establish a multi-departmental steering group for the Travel Plan;
- involve union representation;
- identify roles and responsibilities for all parties involved;
- undertake consultation;
- ensure management are involved in the development of the plan;
- anticipate the likely barriers for the Travel Plan and ways to overcome these barriers.

7. Management

7.1 Support

Obtain a supporting statement and signature from senior management.

8. External audit

8.1 External audit

Request that the Travel Plan is reviewed by an external agency such as a local authority or transport consultant.

9. Literature referenced

9.1 References

Reference government guides, costs and benefits literature, travel wise resource pack, local authority guidance and any other documentation utilised in the Travel Plan.

10. Marketing

10.1 Initiatives

Market initiatives to management, staff and visitors.

10.2 Updates

Use the staff newsletters/magazines, internal memos, emails and website to keep staff and visitors up to date.

10.3 Events

Participate in green travel days/weeks, travel seminars and travel exhibitions.

10.4 Literature

- produce a management report on the key successes of the Travel Plan and a brochure/leaflet of benefits for staff;
- produce travel information for example maps, car-sharing guidance and cycle routes;
- keep information regarding public transport services readily available.

11. Targets

11.1 Targets

A good Travel Plan must contain targets to monitor the success of progress made by aim-type and action-type.

12. Monitoring

12.1 Monitoring

Measure the success of your Travel Plan by monitoring how well you have done against the targets that were set.

13. Partnerships

13.1 Partnerships

Create partnerships with outside organisations, for example, local businesses, environmental groups and residents associations.

Remember the successful Travel Plan:

<i>Should</i>	<i>Should not</i>
Have senior management support	Be expensive
Provide travel choices	Be restrictive
Be sustainable	Be filed away for a later date
Benefit all users of the site	Be a paper exercise
	Cause stress

When writing the plan it is essential that the following be included:

- describe how the Travel Plan was developed and based on the findings of the travel survey and consultation;
- describe the consultation process undertaken to produce the Travel Plan;
- describe why the Travel Plan includes the areas it covers;
- describe consideration made for those with special needs;
- describe the key benefits of the plan to justify its production.

5. Travel Plan Guide

There are a number of defined steps involved in the production of a Travel Plan, which are all underpinned by a need for continued awareness raising and marketing, and this section of the guidance sets out as a series of eight steps to follow in producing a Travel Plan.

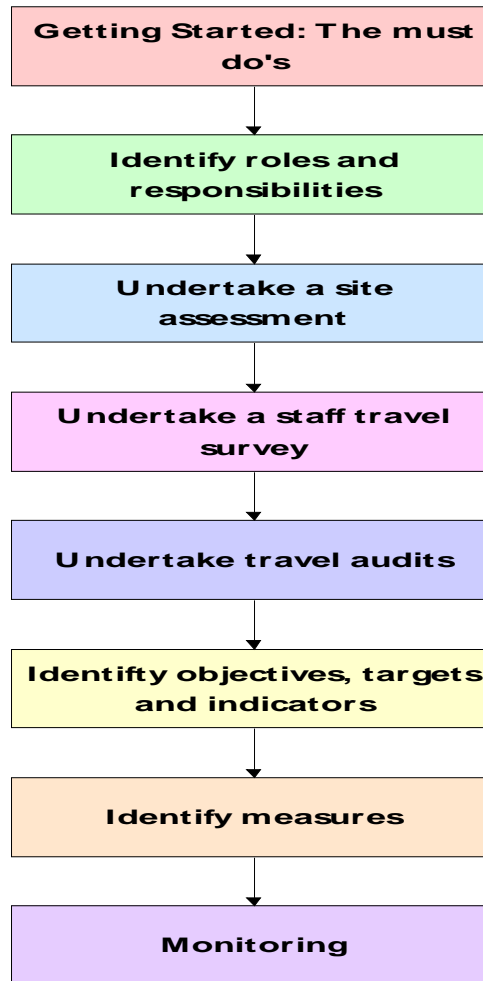


Figure 3: The 8 steps of Travel Planning

Steps to producing a Travel Plan

1. Getting started - the must do's:

The Travel Plan process should be driven by management to give it authority; lead by example; provide budgets and staff time; and ensure that changes can take place. It is therefore essential that management support is secured before any time is dedicated to the development of the plan.

It is helpful to have clear reasons for introducing a Travel Plan and an idea of how to communicate/market the plan to staff and patients/visitors as these will assist in gaining senior management support.

2. Identify roles and responsibilities:

This includes setting up a steering group and designating a Travel Plan coordinator. Everyone involved should accept and understand their role. This will include consultation with staff representatives and liaising with management.

3. Undertake a site and facilities assessment:

This is recommended in order to ascertain the existing level of provision of issues such as public transport, cycling and pedestrian facilities and car parking. This is considered in more detail in the following section.

4. Undertake a staff travel survey:

This is recommended in order to understand the existing travel patterns of staff including how they travel, where from, and what factors influence their means of transport.

5. Undertake travel audits:

This is an analysis of patient/visitor transport and traffic counts. This will include the impact of street parking, disturbance and other community issues. This can be achieved through contact with local community groups and liaison committees.

6. Identify objectives, targets and indicators for improvement:

Meaningful but realistic objectives should be considered for the reduction of single-occupancy vehicle trips to sites, and these are included within Travel Plans so that they can achieve real improvements to traffic, in and around sites.

7. Identify measures:

There is a range of measures which are likely to be incorporated in any successful Travel Plan, ranging from financial incentives, to choosing an alternative to the private vehicle, to encouraging cycling and walking.

8. Audit, monitor and review:

To assess the effectiveness of Travel Plans, there is an ongoing need to monitor their effectiveness through continued surveys and traffic counts.

NHSScotland Boards may want to consider the benefits of using a software-based Geographic Information System (GIS) to inform a regional Travel Plan strategy and tailor the required transport options for individual healthcare sites.

Step 1- Getting started - the must do's

Secure senior management support

It is imperative for the success of the Travel Plan to have support from senior management from the onset in order to:

- lead by example;
- fund the Travel Plan;
- secure the release of staff time for work concerned with the Travel Plan;
- to authorise any changes in the current working practices that may arise as a result of the implementation of the Travel Plan.

It is important to provide senior management with a business case for the implementation of a Travel Plan, which outlines the financial, social and employee friendly benefits as well as the problems that the plan will address.

Communication/marketing

For a Travel Plan to be effective it is important that all staff, patients and visitors know that there is one and why. It is therefore important to think about how to communicate the existence of the Travel Plan, and promote participation before starting the development process.

The best way of informing staff of the Travel Plan, and the requirements upon them, is by using all of the communication methods available, especially pre-existing established methods. Some examples of these are as follows:

- Trade Union Health and Safety meetings;
- staff briefings and team meetings;
- notice boards;
- intranet;
- newsletters;
- information in payslips;
- employee focus groups;
- training and induction sessions;
- newspaper articles and press releases;
- alternative travel events;
- informing jobcentre/recruitment company who will inform prospective employees.

In order to reach patients and visitors about the Travel Plan different communication tools should be utilised. Some examples of these are as follows:

- inpatient/outpatient letters;
- internet;
- newspaper articles and press releases;
- notice boards;
- alternative travel events.

It is a good idea to use existing events as a marketing tool when launching a Travel Plan or elements of it, for example, national/international events such as Bike Week or World Environment Day.

Reasons for having a Travel Plan

Before work on the Travel Plan commences, it is important to think about the reasons for completing the exercise in the first place. This will make sure that objectives are identified making it easier to obtain senior management support and develop a communications/marketing strategy.

Reasons for having a Travel Plan may include:

- a desire to address air quality, congestion, climate change, demands on car parking facilities, staff health, reduction in staff attrition levels, and improve recruitment;
- environmental impact (also as part of Corporate GREENCODE and ISO14001);
- planning requirements;
- corporate responsibility;
- social inclusion (facilitating travel choice for all staff/patients/visitors including those who do not have access to a car);
- reduce unnecessary journeys by car;
- to encourage more sustainable travel.

Step 2 - Identify roles and responsibilities

To be successful it is important that the Travel Plan involves everyone in the organisation - from senior management through to the lower grades of staff. To encourage staff to think about, and change, their travel behaviour it is important that they feel a sense of 'ownership' of the Travel Plan, rather than something that has been imposed upon them. For this reason all levels of staff should be involved from the early stages of Travel Plan development.

It is a good idea to identify the staff, management and external partners who will be involved in implementing the changes or promoting the findings of the Travel Plan. This will ensure that partnership working will be established from the beginning of the process.

To develop and implement the Travel Plan, it is recommended that the following are in place:

- a dedicated Travel Plan coordinator who will be responsible for the day-to-day development, implementation and coordination of the Travel Plan;
- support of senior management in terms of genuine, committed and practical support as they will need to lead by example and secure any necessary funding etc;
- the agreement for staff to spend time to undertake various elements of the Travel Plan, for example:
 - staff consultation: ideally, Staff should be allowed to attend, for example, steering/working groups during working hours;
 - staff travel survey: allow staff to complete travel survey questionnaires during working hours; administrative support required for production, distribution and collection of questionnaires; technical support required for coding and analysing the survey results etc;
 - implementing identified measures: input may be required from different departments, e.g. the personnel department, estates department etc;
 - the involvement of external organisations such as local authorities, public transport operators, regional Travel Plan co-ordinators, suppliers making deliveries to the site, patients and visitors.

SHTM 07-03: Transport Management and Car Parking states that “*a Travel Plan co-ordinator should be appointed and an action group set up.*” Existing evidence suggests that funding opportunities through external agencies and car parking charges can go towards defraying the costs of employment, and in many cases Travel Plan coordinators can be cost neutral.

Overleaf is an example of a typical Travel Plan co-ordinator job description.

Example Job Description

Note: This job description is for guidance only, certain duties may not be applicable to your own Board.

1. Job Identification

Job Title: Travel and Traffic Project Manager

Department(s): Operational Services

Job Holder Reference:

No of Job Holders: 1

2. Job Purpose

Leads the development and implementation of an integrated strategy for travel to and from main healthcare sites in the region, raising awareness in a wide range of stakeholders of sustainable travel issues and promoting alternatives to use of the private car.

Leads the planning and implementation of improved traffic management arrangements on regional healthcare sites, including the development of effective means of enforcing traffic and parking regulations.

Works with public sector partners to develop shared travel strategy for the region.

3. Main Duties / Responsibilities

Traffic management

Leading the implementation of the organisation's Travel Plan to secure improvement in traffic management on regional healthcare sites.

Preparing business cases, particularly to secure agreement to investment in site infrastructure and enforcement services.

Preparing and, with estates colleagues, implementing practical project plans for infrastructure changes on site.

Leading work with local authority colleagues to identify best ways of regulating and enforcing traffic management measures set out in the Travel Plan.

Taking responsibility for procuring enforcement services and negotiating appropriate commercial and contractual terms.

Ensuring the preparation of appropriate publicity and marketing information on site traffic management and car parking changes.

Managing the introduction of staff car parking arrangements, working with staff interests and HR colleagues to agree systems of parking entitlement and arrangements for allocating permits.

Supporting and advocating the practical implementation of Travel Plan recommendations, particularly the early implementation of enforcement regimes.

Leading the development of longer-term site traffic management strategies to ensure that access to the sites are effectively maintained against change and growth in site use.

Working with public sector partners to support the development of effective traffic management strategies for the region.

Monitoring and reviewing the impact of traffic management measures, preparing reports to senior managers and Board at appropriate milestones.

Travel Planning

Working proactively with managers, staff, staff interests and representatives of patients, carers and visitors to raise awareness of the importance of sustainable transport.

Leading the development and implementation of a regional-site Travel Plan, including:

- working with senior managers to secure corporate support and funding for the plan;
- working with public sector and other partners to facilitate the development and management of joint Travel Plan networks and initiatives, which may include the corporate implementation of journey-sharing systems;
- setting up and co-ordinating relevant working groups;
- undertaking data gathering and staff and visitor surveys as required;
- designing and implementing effective marketing and awareness campaigns;
- setting up travel information services and systems for site users;
- developing and implementing particular Travel Plan initiatives such as public and in-house transport provision, cycling and walking.

Monitoring and reviewing Travel Plan implementation and progress towards agreed targets.

Working to improve on-site travel services like cycle parking and changing facilities.

Working with public sector partners to support and facilitate development of and publicity for secure cycling and walking routes.

Working in partnership with transport operators to promote Travel Plans and develop alternative means of access to the site.

Identifying and securing funding for Travel Plan initiatives.

Promoting and marketing the Travel Plan and related initiatives to healthcare staff and the wider community.

Leading by example wherever possible.

Keeping informed about leading-edge development in Travel Planning.

Managing the Travel Plan budget.

4. Systems and Equipment

Uses computer hardware and software in MS Office Professional suite.

Knowledge of the functions and operation of traffic management equipment and services.

Knowledge of Travel Planning systems and software.

5. Decisions and Judgements

As the Board's primary specialist in this area of work the Travel and Traffic Project Manager will work with a large degree of autonomy in the areas of responsibility and will not be routinely supervised.

Objectives will be agreed annually with the General Manager – Operational Services in accordance with agreed performance management arrangements.

Decisions taken will relate to:

- Priorities for action within project programmes;
- Funding allocation within the project programme;
- Recommendations on the development of policy and programmes;
- Internal and external communications and marketing campaigns;
- Individual staff management (office support staff).

Decisions and recommendations can have short-term (day-to-day) operational effect or long-term effect on the Board's facilities and services,

6. Communications and Relationships

Communicates with:

NHS Board and Directors in decision-making settings.

Managers and staff on key NHS sites in the region.

Local Authority and other public sector colleagues in partnership settings.

Staff Side representatives in partnership and negotiating settings.

Organisations and contractors providing services to NHS in the region.

Design teams and similar professional staff in contractual relationships.

Legal advisers on traffic management regulatory and contractual matters.

NHS and external colleagues in Travel Planning networks.

Patients and public individually and within representative bodies and Health Council staff and members normally during the promotion of Travel Plans and traffic management arrangements.

7. Physical Demands of the Job

The job is essentially office-based and does not normally impose significant physical demands on the job holder. The job holder will move frequently between offices or meeting rooms and from site to site and may attend meetings off-site.

The Travel and Traffic Project Manager will undertake site visits on a regular basis. Areas visited may be dusty or dirty and may be subject to inclement weather.

The mental demands imposed may include:

- prolonged concentration on policy, programme management, technical problem-solving or report preparation;
- intense concentration on specific planning issues, legal interpretations, dispute resolution and negotiation;
- working patterns may be disrupted by changes in priorities, timetables, or incidents;
- exposure to stress during Board-level reporting, meetings related to Travel Planning proposals, financial negotiations and dispute resolution;
- complex communication challenges involving promoting change and managing resistance to plans.

8. Most Challenging/Difficult parts of the Job

- persuading habitual car users to change their mode of transport and motivating increase in alternative means of travel;
- introducing regulation of parking and vehicle management on site against a background of little regulation;
- securing funding for infrastructure change against pressures for direct health service expenditure;
- managing competing priorities within a complex, many-stranded, time-bound project.

9. Knowledge, Training and Experience required to do the Job

The Travel and Traffic Project Manager should be a seasoned project manager with demonstrable experience of Travel Planning and traffic management. The post-holder should ideally hold a graduate or post-graduate qualification in a transport-related field and have sound experience of:

- Travel Plan management and development;
- management of traffic infrastructure;
- change management;
- programme and project management;
- marketing, ideally in Travel Planning setting.

The post requires an individual who demonstrates competency in key critical leadership behaviours identified nationally as crucial to achieving success within NHS Scotland,

- working in partnership;

- learning and development;
- caring for staff;
- improving performance through team-working;
- Communicating effectively;
- improving quality;
- achieving results.

Within their work programme the Travel and Traffic Project Manager should be able to,

- be assertive and tenacious in securing results yet not cause offence;
- negotiate effectively to deliver change;
- develop productive working relationships with a wide range of partners and collaborators;
- communicate effectively at all levels of organisation;
- exercise political awareness;
- resolve conflicting and changing priorities within the project programme.

Step 3: Undertake a site and facilities assessment

The Travel Plan should include a plan of the site showing its location and key features, including:

- car parking spaces - specifying dedicated staff, disabled and patient/visitor spaces;
- car sharing facilities – preferential spaces for car sharers (if available);
- cycle facilities - racks, lockers, changing/shower facilities, routes;
- walking facilities - lockers, changing/shower facilities, routes;
- number of employees;
- number of patients/visitors;
- public transport – location of railway stations, bus stops and timetables;
- fleet/pool car information;
- teleworking/video conferencing facilities.

It is important to carry out a site assessment in order to:

- identify barriers that prevent individuals using alternative modes of transport to the car;
- develop a clear picture of realistic alternatives available so that you can make recommendations to staff and to others about the way they travel;
- identify possible areas where improvements could encourage use of environmentally friendly modes, for example, improvements to bus stop waiting facilities, provision of more direct walking routes etc;
- identify the most appropriate questions for your staff travel survey.

The site assessment is a crucial part of the Travel Plan development and it is important that as much detail as possible is collected at this stage. It should

always be carried out before the staff survey so that all of the relevant questions are asked allowing for assessment against the actual situation.

The site assessment should include a review of the following:

- transport links to and within the site;
- car parking;
- company policy.

Below is an example of a typical Site Survey.

Example Site Survey

Your Site

- | | |
|--|--|
| 1. How many sites is your Travel Plan for? | |
| 2. Are you the owner or tenant? | |
| 3. How would you describe the location of your site?
e.g. business park/city centre/large town/small town/ rural/ suburbs | |

Your Employees

- | | |
|--|--|
| 4. How many employees work on the site? | |
| 5. What are the work patterns of your staff? | |

Parking

- | | |
|---|--|
| 6. Number of parking spaces on your site? | |
| 7. Number of disabled parking spaces? | |
| 8. Number of car share spaces? | |
| 9. Do you have permit parking? | |
| 10. Do you charge for parking? | |

Cycle/walking provision

- | | |
|--|--|
| 11. Number of cycle stands? | |
| 12. Number of showers? | |
| 13. Number of lockers? | |
| 14. Have you identified safe cycle routes? | |

Public Transport

- | | |
|--|--|
| 16. Distance from rail station? | |
| 17. Distance from bus station? | |
| 18. Nearest bus stop? | |
| 19. Are bus times displayed on the premises? | |
| 20. Detail the bus services and numbers that serve your site | |

.....

Information

- 21. Do you have a 'travel to work' information board on site?
- 22. Do you give travel information out to employees?
- 23. Do you introduce transport at induction?

Visitors

- 25. Do you send out travel information to visitors?
- 26. Do you encourage visitors to use sustainable transport?

Meetings and Business travel

- 27. Do you have video conferencing facilities?
- 28. Do you have telephone conferencing facilities?
- 29. How much do you pay per business mile travelled?
- 30. Do you have pool cars?
- 31. Do you have pool bikes?

Step 4 - Undertake a staff travel survey

Once the site assessment has been completed it is necessary to conduct a staff travel survey. A blank copy of the staff travel survey should be included in the Travel Plan.

The staff travel survey will identify:

- how staff currently travel to and from work, and why they choose to travel the way they do;
- where staff are travelling from (home postcodes). This will provide the basis for negotiation with bus operators and also an indication of whether car sharing will be an option to pursue;
- any shift patterns that may be in place;
- who would be able/willing to change their travel behaviour in favour of more environmentally friendly modes;
- what measures would be most effective in persuading drivers to switch to more environmentally friendly modes;
- which measures would be most popular amongst staff.
- the staff travel survey will also help to:
 - raise awareness of the Travel Plan and introduce ideas to staff;
 - obtain ideas and suggestions from staff – allowing staff to have their say in the early stages of Travel Plan development will ensure a sense of ownership of the plan, and staff will be more likely to change their travel behaviour.

It is important that the survey results are utilised to inform the Travel Plan, with measures and targets relating back to the feedback you receive.

The questionnaire should be distributed to as many staff as possible, particularly as the survey is an important way of raising awareness of the Travel Plan, and a mechanism for obtaining staff ‘buy in’. It is a good idea to include all staff in the initial travel survey. Additional costs of surveying all staff will be the cost of printing the extra forms and of data entry.

If it is not possible to survey all staff the aim should be to survey at least the following number of staff:

Number of employees	Sample size
Less than 300:	All employees
300-1000:	50%
Over 1000:	25%

It is important to bear in mind that the response rate is likely to be less than the number of surveys allocated for completion. In fact, it is unlikely that a response rate of 70% or higher will be achieved. In order to maximise the response rate incentives could be offered to those staff who complete and return the questionnaires by the deadline. Timely reminders can also be utilised to increase the return rate.

An example of a staff travel survey is provided overleaf.

Example Staff Travel Survey

1. Full Home postcode

2. Gender

- Male
 Female

3. Job Title

4. Usual place of work (dept/ward)

5. How often do you work at more than one location?

- Never
 Less than once a week
 One to four times a week
 Once a day
 More than once a day

6. Age

- Under 25
 25-34
 35-44
 45-54
 55 or over

7. Do you have a disability which affects your travel arrangements

- Yes
 No
(If yes, please state type of disability e.g. visual, mobility)

8. Do you normally work

- Normal working day e.g. 8-4, 9-5, 10-6
 Day shifts i.e. mornings/afternoons
 Out of hours e.g. night shifts
 Other (please specify)

9. How do you mostly travel to work

- Bus
 Bicycle
 Car, on your own
 Car, with other(s)
 Foot
 Motorbike
 Train
 Other (please specify)

10. Which of the following do you occasionally use instead of your usual form of transport?

- Bus
 Bicycle
 Car, on your own
 Car, with other(s)
 Foot
 Motorbike
 Train
 Other (please specify)

 No Alternative used

11. How far do you travel to work?

- Up to 1 mile
 Over 1 mile, up to 2 miles
 Over 2 miles, up to 5 miles
 Over 5 miles, up to 10 miles
 Over 10 miles, up to 20 miles
 Over 20 miles

12. How long does it usually take to get to work, using your normal mode of travel?

- Up to 15 minutes
 16-30 minutes
 31-60 minutes
 61-90 minutes
 Longer than 90 minutes

13. Which of the following changes would persuade you to cycle to work? (If you already cycle to work, which would you most like to see?) PLEASE TICK NO MORE THAN 2

- Safer, better lit work site cycle paths
 Improved cycle paths on journey to work
 Improved cycle parking at the workplace
 More/improved workplace showers & changing facilities
 More/improved workplace lockers for cyclists
 Arrangements to buy a bike at a discount
 Other financial incentives
 Promotion of associated health benefits
 None
 Other (please specify)

14. Which of the following changes would persuade you to use public transport to work? (If you already use public transport, which would you most like to see?) PLEASE TICK NO MORE THAN 2

- More direct bus routes
 More frequent bus services
 More frequent train services
 More reliable bus or train services

- Better lighting at bus shelters and workplace paths
 - Cheaper travel
 - More convenient drop off points
 - Better links to work from the station
 - Better public transport information
 - None
 - Other (please specify)
-

15. Which of the following changes would persuade you to walk to work? (If you already use public transport, which would you most like to see?) PLEASE TICK NO MORE THAN 2

- Improved layout of workplace footpaths
 - Improved maintenance of workplace footpaths
 - Improved lighting on workplace footpaths
 - More security measures around site
 - More conveniently placed entrances to the site
 - Road safety improvements in the local site
 - Road safety improvements in the local area
 - Better street lighting in the local area
 - Promotion of associated health benefits
 - Financial incentives
 - None
 - Other (please specify)
-

Please complete sections 16-21 if you use a car to get to work.

16. What are your main reasons for using the car to get to work? PLEASE TICK NO MORE THAN 2

- Essential to use a car during the working day
 - Dropping/collecting children
 - Get a lift
 - Health reasons
 - Personal security
 - Lack of an alternative
 - Cost
 - Reliability
 - Other (please specify)
-

17. Where do you usually park?

- On hospital site in a staff parking space
- On hospital site in a patient/visitor space
- On hospital site in the main barrier controlled car park
- On hospital site, but not in a designated space
- Off site in a nearby street
- Off site in a near by car park

- Other (please specify)

18. Would you be prepared to car share?

- Yes
- No
- I already car share

19. Which of the following would persuade you to car share? (If you already car share, which would you most like to see?) PLEASE TICK NO MORE THAN 2

- Help finding car share partners with similar work patterns
 - Free taxi home if let down by car driver
 - Reserved parking for car sharers
 - Reduced parking charges for car sharers
 - None of these
 - Other (please specify)
-

20. Are you aware that Park & Ride is available to get to work?

- Yes
- No

21. Do you use Park & Ride to get to work

Yes
If yes, which Park & Ride site?

No

If no, what prevents you from using it?

22. Do you have any comments about your travel to work?

Thank you for your cooperation. Please be assured that all of your answers will remain confidential.

Step 5 - Undertake travel audits

Completing travel audits will provide information on the broader picture, which could include:

- audit of patient/visitor transport;
- audit of deliveries/supplies;
- business travel audit.

It is possible to tackle each of these areas in turn and phase them into a Travel Plan.

Audit of patient/visitor transport

It is essential to conduct an audit of patient/visitor travel to NHSScotland premises to identify the total number of visitors to the site and the modes they are currently using, and to identify whether there are any measures which might encourage them to use more environmentally friendly modes of travel.

Cooperation from patients and visitors is needed when carrying out this task, which can be completed by either:

1. Asking a few simple questions as patients arrive, such as:

- how did you travel here today?
- did you know that you could use public transport?
- if you had known about public transport routes here do you think you would have used them?

This option can be completed at reception as patients report for their appointments, or interviewers can be employed to complete the exercise.

or:

2. Patients and visitors can be asked to complete a questionnaire to provide details of their journey.

This option will provide more detailed information as it will be possible to ask more questions. It is important to note here that the RTP Travel Plan Officers may be able to assist or advise with this process.

In order to provide patients and visitors with accurate and detailed information about public transport services, routes and time tables can be published on the internet.

Audit of deliveries/supplies

A review of the way in which deliveries reach sites within the organisation can be important in terms of organising staff time, and identifying the amount of road

and parking space needed, as well as offering the opportunity of consolidating deliveries to improve efficiency and reduce costs.

An audit will require a record to be kept of deliveries and suppliers serving each site for a set period. The following details should be recorded:

- the time of arrival;
- the time of departure;
- the nature of the delivery/supplier visit;
- the mode of transport;
- where the trip originated (if possible);
- whether the trip was made as a special trip or as part of a series of calls.

Business travel audit

When addressing the 'business travel' element within the Travel Plan it will be necessary to carry out an audit of business travel. This involves recording and reviewing all business travel to establish whether it is being undertaken in an efficient and environmentally friendly manner, or whether it is necessary at all.

Once all of the elements of business travel have been identified all expenditure should be recorded as well as time spent on business travel. This information should include:

- all business mileage (company and private vehicles);
- expenditure on business mileage;
- insurance costs associated with travel;
- fares for public transport;
- mileage and time spent for any walking and cycling business mileage;
- time spent by staff in organising business travel- associated activities.

An example of a typical patient/visitor survey is included overleaf.

Example Patient/visitor travel survey

1. Are you a patient or a visitor? (please tick)

- Patient
- Visitor

2. Which hospital department are you visiting or being treated at today?

.....

3. At what time did you arrive at the hospital?

.....

4. Which day of the week did you arrive at the hospital?

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

5. Do you have a disability which affects your travel arrangements?

- Yes
- No

(if yes, please state type of disability e.g. visual, mobility)

.....

6. Please could you give your home post code?

.....

7. How did you travel to hospital?

- Ambulance
- Bus
- Train
- Bicycle
- Car, driving yourself
- Car, as a passenger
- Foot
- Motorbike
- Voluntary/dial a ride
- Other (please specify)

.....

8. If you did not use public transport, what would have persuaded you to use the bus or the train for your trip? (please rank your three most important reasons)

- More direct routes
- More frequent
- More reliable
- Faster service
- Cheaper fares
- Better security
- Safer route from the station
- More public transport information
- Better access on and off the bus
- Other (please specify)

.....

9. If you came by car, did you have any difficulty in finding a place to park on the hospital site?

- Yes
- No

10. Do you have any comments about your journey to hospital?

.....
.....
.....

Step 6 - Identify objectives, targets and indicators for improvement:

This section is about defining the vision for change in order to move away from the current position to the vision for the future.

Set objectives and targets will need to be identified for inclusion in the Travel Plan:

- **Objectives** are the high level aims of the plan. Objectives will give the plan direction and will provide the necessary focus.
- **Targets** are the measurable goals which will need to be set in order to assess whether or not the objectives of the plan have been achieved.

It is important that all objectives, targets and indicators are informed by the results of the staff surveys and site audits as these will provide the information on the current position.

Each objective should have a corresponding target. Targets should be SMART - Specific, Measurable, Achievable, Relevant and Timed. Descriptions of targets should be clear and concise so that they are understood by all staff.

There should be three types of targets included in the plan:

- short term - one year or less (quick wins);
- medium term – generally one to three years;
- long term – more than three years.

Phasing targets over a longer timeframe will help to ensure that the plan becomes a working document rather than a burden that gets put on a shelf and forgotten about.

It should be remembered that the Travel Plan is a dynamic process, a continuous cycle of action-monitor-review. The purpose of setting objectives, identifying targets and defining indicators is to be able to monitor change, and where change is not being achieved, to amend those elements which have not worked appropriately.

Step 7 - Identify measures

The key to a successful Travel Plan is to include a package of measures which identify transport alternatives staff and visitors will be prepared to use.

There is no single solution to answer all of the organisation's transport needs/problems – different people will respond to different measures. Therefore a combination of measures should be introduced to allow people to 'pick and mix' according to what suits their own requirements and lifestyle.

Experience suggests that the Travel Plan should:

- try to get the incentives (the ‘carrots’), such as subsidised public transport, in place first so that staff are supportive of the Travel Plan, before moving to;
- introduce any disincentives (the ‘sticks’), such as car parking charges or reducing parking spaces.

It is not always possible to get the best results from the Travel Plan simply by picking out the measures that seem the most attractive or most popular. Refer to the results of the surveys and audits in order to identify what kind of changes are needed most and see what is feasible and likely to be acceptable. It is important to think about how different measures would interact with each other, so that there is a synergy between all measures that are introduced.

Remember:

- don’t pick measures that all target the same group of people. For example, if all of the measures are to encourage cycling, those who do not want to cycle won’t change their behaviour;
- try to pick ‘carrots’ and ‘sticks’ but start by focusing on the ‘carrots’. For example, bring in season ticket loans or subsidies before charging for car parking;
- think about the ‘synergies’ of measures;
- talk to others who have Travel Plans and talk to the local Travel Plan coordinator about schemes that have worked well locally.

The Travel Plan should include targets from each of the following measures:

- walking;
- cycling;
- public transport;
- use of private car for travel to work;
- reducing the need to travel;
- business travel;
- visitors.
- deliveries

Experience has demonstrated the relationship between changes in travel behaviour, and the Travel Plan measures implemented. The probable resultant reduction in car trips is as follows:

- a plan containing only marketing and promotion is unlikely to achieve any modal shifts;

- a plan with the above plus car sharing and cycle measures may achieve 3-5% reduction in single occupancy journeys;
- the combination of all of the above measures plus disincentives to car use can achieve a larger (15-30%) reduction in single occupancy journeys. In very exceptional cases the reduction may be greater than this.

Step 8 - Audit, monitor and review

It is important to bear in mind that a Travel Plan is an evolutionary document that continually changes to meet the needs of the participants. Therefore monitoring and review are essential elements of any Travel Plan.

A successful Travel Plan must have a robust monitoring system in place to ascertain whether the plan is achieving its aims. Monitoring should take place on a regular basis, normally annually, and should be by means of further questionnaires as well as traffic surveys counting vehicle movements and cars parking on site.

Further indications of modal shift that can be utilised for audit and monitoring purposes include the uptake of discount transport schemes, the number of parking permits provided, the number of cycle facilities required (taking into account seasonal variations), and the number of staff on car share registers.

The success of having a Travel Plan can be measured in two ways:

- measuring against specific project based targets. This will help to assess support and actions needed to achieve these targets;
- measuring against baseline/background attitudes. This can help assess the profile of Travel Planning in the organisation and how people in the organisation feel about travel.

Targets should be measured as often as is appropriate. Some targets will have longer timescales to meet and so only need to be measured annually, whereas others may need to be measured every month.

The Travel Plan should be revisited and monitored on an annual basis to ensure that the targets are being achieved and progress is being made. Annual review enables new targets to be set.

Examples of simple ways to monitor the Travel Plan:

- annual staff travel surveys via intranet, hard copy, or other regularised means. Surveys should include the question "Do you know about the Travel Plan?" It will need to be decided if every member of staff will be given the opportunity to put forward their views or if a sample will be surveyed;
- check how many employees are using a car share scheme (if available);
- measure the uptake of loans for bus or rail travel (if available);

- count the number of bikes on bike stands. This should be completed over a range of days during the week and across the year to capture seasonal and weekly variations;
- count business mileage claims before and after implementing car share measures for business travel;
- audit use of video conferencing/teleconferencing facilities and add up mileage saved by using this method;
- each Regional Transport Partnership (RTP) has an officer who can offer free advice and assistance to organisations developing Travel Plans or looking at ways to encourage travel awareness, for example designing staff surveys, providing examples of best practice, identifying funding sources or marketing travel measures.

6. Regional Transport Partnerships (RTPs) – Travel Planning Services

Contact details for Travel Planning Officers within each RTP are listed below.

NAME	CONTACT INFORMATION	
ZETTrans		
Post vacant at time of publication Covering: Shetland Council, Orkney Council	The Travel Plan Coordinator Zetland Transport Partnership Infrastructure Services Grantfield Lerwick Shetland ZE1 0NT	Phone: 01595 744868 Email: zettrans@shetland.gov.uk Web: www.shetland.gov.uk/transport/stp
HITran		
Andrew Capes Covering: Highland Council, Moray Council, Argyll & Bute Council, Western Isles Council	Travel Plan Officers HITRANS Building 25 Inverness Airport IV2 7JB	Phone: 01667 460004 Mobile: 07760 170118 Fax : 01667460468 Email: andrew.capes@hitrans.org.uk Web: www.hitrans.org.uk/
NESTran		
Post vacant at time of publication Covering: Aberdeen City Council, Aberdeenshire Council	Transport Executive (Travel Plan) Archibald Simpson house 27-29 King Street Aberdeen AB24 5AA	Phone: 01224 627675 Fax: 01224 626 596 Email: meastwood@nestrans.org.uk Web: www.nestrans.org.uk/
TACTran		
Merry Scott Covering: Angus Council, Dundee City Council, Perth & Kinross Council, Stirling Council	Travel Plan Officer 31 Kinnoull Street Perth PH1 5EN	Phone: 01738 475772 Mobile: 07919 880826 Fax: 01738 639705 Email: merryscott@tactran.gov.uk Web: www.tactran.gov.uk/

NAME	CONTACT INFORMATION	
SEStran		
Keith Irving Covering: Fife Council, Falkirk Council, Clackmannan Council, West Lothian Council, Midlothian Council, Edinburgh City Council, East Lothian Council, Scottish Borders Council	Travel Plan Officer SEStran Office First Floor Hopetoun Gate 8b McDonald Road Edinburgh, EH7 4LZ	Phone: 0131 524 5159 Mobile: Fax: Email: keith.irving@sestran.gov.uk Web: www.sestran.gov.uk/
SPT		
Philip Glennie Covering: Glasgow City Council, Inverclyde Council, Renfrewshire Council, West Dunbartonshire Council	Travel Plan Officer SPT Consort House 12 West George Street Glasgow G2 1HN	Phone: 0141 333 3267 Mobile: Fax: Email: philip.glennie@spt.co.uk Web: www.spt.co.uk/
Clare Strain Covering: Argyll and Bute Council, North Ayrshire Council, South Ayrshire Council, East Ayrshire Council	Travel Plan Officer SPT Consort House 12 West George Street Glasgow G2 1HN	Phone: 0141 333 3267 Mobile: 0141 333 3278 Fax: Email: clare.strain@spt.co.uk Web: www.spt.co.uk/
Mary Horan Covering: East Dunbartonshire Council, East Renfrewshire Council, North Lanarkshire Council, South Lanarkshire Council	Travel Plan Officer SPT Consort House 12 West George Street Glasgow G2 1HN	Phone: 0141 333 3275 Mobile: Fax: Email: mary.horan@spt.co.uk Web: www.spt.co.uk/
SWEStran		
Eddie Glover Covering: Dumfries and Galloway Council	Workplace Travel Plan Co-ordinator The South West of Scotland Transport Partnership Militia House English Street Dumfries DG1 2HR	Phone: 01387 260372 Mobile: Fax: 01387 260092 Email: Eddie.Glover@dumgal.gov.uk Web: www.dumgal.gov.uk/greentravel

7. References and sources of information

The NHS and Travel Plans

Mandatory Requirement 6 of 'Environmental Management Policy for NHSScotland' (2006) is that:

"An NHSScotland Body's environmental management strategy must include measures aimed at promoting more sustainable travel choices through the implementation of Green Travel Plans, in association with Local Authorities"

A number of actions are currently being developed to help implement this requirement.

An NHSScotland Board's Travel Plan may address some or all of the following:

- staff transport to and from work;
- staff transport in the course of work;
- patient and visitor travel and access to Trust sites;
- public transport availability;
- use and type of fleet vehicles;
- deliveries and contractors;
- peripatetic/community visits;
- travel and subsistence rates to be reimbursed, and rewarding small-engine cars or cycle mileage;
- the needs of disabled people with a physical, mental and/or visual impairment, and the needs of patients, staff or visitors accompanied by young children (see also Health Building Note/Scottish Hospital Planning (HBN/SHPN) Note 40: Common Activity Spaces Volume 2).

NHS Travel Planning and Scottish Executive Policy

Environmental Management Policy for NHSScotland Scottish Executive Health Department 2006 available at

www.show.scot.nhs.uk/publicationsindex.htm

HDL (2007)14 Guidance on Hospital Car Park Charging

www.sehd.scot.nhs.uk/mels/HDL2007_14.pdf

Scotland's National Transport Strategy 2006 sets out the Scottish Executive's long-term vision, objectives, priorities and plans. The strategy sets out to achieve *"all local authorities and major hospitals and health facilities to have operational Travel Plans by April 2008"*. Available at

www.scotland.gov.uk/Topics/Transport/NTS

Scottish Planning Policy 17: Planning for Transport (2005); which covers planning policy for any new NHSScotland sites, stipulates that: “Land use planning should assist in reducing the need to travel; in creating the right conditions for greater use of sustainable transport modes; and in avoiding or mitigating adverse environmental impacts”. Notes on good practice can be found in ‘Planning Advice Note: PAN 75 Planning for Transport (2005)’ at www.scotland.gov.uk/Publications/2005/08/16154453/44548

Scotland’s Transport Future: Proposals for Statutory Regional Transport Partnerships, Scottish Executive, October 2004.
www.scotland.gov.uk/consultations/transport/rtpc-00.asp

Transport Assessment and Implementation: A Guide sets out requirements according to the scale of development being proposed and provides a better practice guide to help identify and deal with the likely impacts
www.scotland.gov.uk/Publications/2005/08/1792325/23264

Travel Plans: an Overview (2002) is a web based tool outlining the benefits of, and providing guidance on, developing a Travel Plan. Available at www.scotland.gov.uk/Publications/2002/10/15454/11007

The Provision of Travel Plans: Mapping activity in Scotland (2006) Provides an assessment of current Travel Planning activity in Scotland with a particular reference to local authorities and regional transport partnerships. The document includes a case study of Travel Planning at Glasgow’s Gartnavel Hospital. Available at www.scotland.gov.uk/Resource/Doc/130277/0031213.pdf

Best Value in Public Services: Sustainable Development Toolkit is a toolkit designed to help Accountable Officers in public bodies meet the particular part of their duty that relates “to contribute to the achievement of sustainable development” in securing Best Value. ‘More Sustainable Travel Choices’ are covered as a key feature ‘Contributing to Sustainable Development Outcomes’. Available at www.scotland.gov.uk/Topics/Government/PublicServiceReform/14838/SusDevToolkit

In addition to the information sources listed above, the following resources may be of assistance:

SHTM 07- 03: Transport management and car parking. Available at www.hfs.scot.nhs.uk

- identifies links to other assessment tools, for example the NHS Environmental Assessment Tool (NEAT). (Not yet adopted in NHSScotland).

Corporate GREENCODE is a comprehensive computer based environmental management tool. It enables organisations to implement coherent, structured management systems and achieve full ISO 14001 certification swiftly and cost-effectively.

Corporate GREENCODE can be used to design management audits for analysis and presented in a range of formats. The results of the audits can be used as a basis for prioritising work, monitoring and targeting.

The package covers:

- water management;
- energy management;
- discharge to drain;
- emissions to atmosphere;(Sustainable transport measures can be strong contributors to the achievement of ISO 14001 accreditation)
- waste management;
- land contamination;
- organisation; procurement.

Smarter Choices are a variety of initiatives and techniques that encourage people to make more sustainable travel choices resulting in more efficient and sustainable travel and reduced congestion and pollution

A series of Smarter Choices publications were launched by the Department of Transport in 2005 and are available at www.dft.gov.uk/pgr/sustainable/smarterchoices/

They include:

Smarter Choices- Changing the way we travel (main report) assess the impact of soft measures, using evidence from the UK and abroad, provides case study interviews and then looks at the experiences of commercial, public and voluntary stakeholders involved in developing such schemes;

Making Campaigning for Smarter Choices Work and Making Smarter Choices Work - provides best practice guidance for local authorities on planning, developing and implementing Smarter Choices schemes;

Smarter Choices - Changing the way we travel: case study Report Smarter choices - Volume Two. Case study reports: 'Review of the take-up of smarter choices in local transport plans'. Two reports prepared for the 'Sustainable Travel Initiatives Branch'. One covers the take-up of smarter choices in Local Transport Plans (LTPs) following the initial findings from a review of LTPs. The other report looks at the findings from ten local authority case studies on the take-up of smarter choices in LTPs.

Healthy Futures are a series of documents produced by The Sustainable Development Commission which outline how the NHS can maximise its contribution to the health and sustainability of individuals, communities and the environment.

Healthy Futures No 5: Sustainable transport and active travel focuses on policies that affect the NHS in England, however the general principles it contains are equally applicable to NHSScotland and it serves as a useful reference.

Further information and support

The following organisations and websites may also be useful sources of information, guidance or support:

Active Travel Scotland is funded by Scottish Executive Health Department works with policy-makers and practitioners to promote walking and cycling as health-enhancing physical activity: www.activetravelscotland.org.uk

Sustrans also manages the website www.sustrans.org.uk/default.asp?sID=1089735305687 highlighting the latest research on active travel.

Energy Saving Trust was set up by the UK Government after the 1992 Earth Summit in Rio de Janeiro and is one of the UK's leading organisations addressing the damaging affects of climate change. It aims to cut carbon dioxide emissions by promoting the sustainable and efficient use of energy. The Energy Saving Trust is a non-profit organisation funded by government and the private sector.

As part of its transport remit, the Energy Saving Trust can provide free Travel Plans to organisations in Scotland wishing to develop and implement them. The Scottish Executive pays for this service and NHS organisations in Scotland may be able to utilise this free service. If you have more than 50 employees and/or more than 10,000 visitors a year, you may be able to access free Travel Plan advice from an experienced consultant, regularly evaluated by the Energy Saving Trust www.energysavingtrust.org.uk/fleet/

The Energy Saving Trust also offers free green fleet reviews to provide organisations with tailored fleet management advice to help lower running costs, reduce environmental impact and enhance corporate social responsibility. If you operate a fleet of 50 or more vehicles, or 20 or more in Scotland, you are eligible to sign up for a free review. For smaller fleets we offer telephone information and advice.

Sustrans is a practical transport charity that works on projects to encourage people to walk, cycle and use public transport: www.sustrans.org.uk

Forum for the Future is a charity that works in partnership with business, the public sector and others to build a sustainable future. It can help the public sector to effectively deliver policy whilst showing excellent performance on sustainability: www.forumforthefuture.org.uk

Healthy Working Lives provides national support and a range of high quality services to employees, employers and those wishing to enter the world of work

to improve overall health, wellbeing and fitness for work;

www.healthscotland.org.uk/hwl/index.cfm

Living Streets is the champion of streets and public spaces for people on foot. They work on practical projects to create safe, vibrant and healthy streets for all:

www.livingstreets.org.uk.

National TravelWise Association (NTWA)

NTWA is a network of sectors, including local authorities, health sector, academic sector and passenger transport executives working together to promote healthy and sustainable transport; www.travelwise.org.uk/

Paths to Health Paths to Health was established in 2001 as part of the Paths for All Partnership, to contribute to health improvement in Scotland through the promotion of walking for health. It now forms a key delivery mechanism for 'Scotland's Physical Activity Strategy - Let's Make Scotland More Active'.

Details can be found at

www.scotland.gov.uk/Publications/2003/02/16324/17895

Paths to Health delivers walking for health under 4 main themes, Community, Healthcare, Workplace and National co-ordination. Paths to Health can advise you on how to set up your own walking project and provide training, grants and resources to help you to promote walking in your own area. Workplace resources include a Workplace Pedometer Pack and specific training to support the development of workplace walking initiatives; www.pathsforall.org.uk/.

The Association for Commuter Transport (ACT) ACT is the leading association for Travel Planning expertise in the UK and provides support to organisations that need to reduce the number of employees and visitors driving their cars onto site, through the introduction of a Travel Plan; www.act-uk.com/

Transport Direct offers information for door-to-door travel for both public transport and car journeys around Britain. Their aim is to provide comprehensive, easy-to-use travel information to help plan journeys effectively and efficiently. The non-profit service is funded by the UK Department for Transport, the Welsh Assembly Government and the Scottish Executive.

www.transportdirect.info/TransportDirect/en/Home.htm?cacheparam=0

Traveline Scotland is Scotland's national public transport timetable and journey planning information service. It is a one-stop shop for all public transport information needs providing enquirers with impartial and integrated timetable and journey planning information for all public transport journeys in Scotland;

www.travelinescotland.com

Traveline Scotland is based on a successful partnership between the Scottish Government, local authorities and public transport operators in Scotland. Their aim is to provide members of the public with accurate and up-to-date information to enable them to make any journey using public transport.

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