

York Teaching Hospital NHS Foundation Trust

Trust Travel Plan

(short version)

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Foreword

York Teaching Hospital NHS Foundation Trust (hereafter the Trust) has prepared this Trust-wide Travel Plan to support the NHS Sustainable Development Strategy and also the Trust commitment to sustainability; by reducing negative impacts on the environment, (emissions and air pollution), maximising health benefits, (health promotion, illness prevention and social value), as required by the NHS standard contract.

The Trust will work in conjunction with local authorities and key stakeholders to assist with the aims of wider local travel plans and health initiatives.

The volume of traffic visiting the various sites operated by the Trust has continued to rise as patients, staff and visitors become more reliant on the car as the primary mode of transport. This leads to increased congestion, air pollution and less availability to those who need to use the car. To address this, the Trust is committed to promote sustainable transport and travel and encourage modal shift for all stakeholders. This will be implemented through encouraging an alternative approach to transport and travel to improve health and wellbeing and reduce negative impacts on the environment.

This Trust Wide Travel Plan will be an ongoing, long-term initiative to allow the Trust to respond to changes as and when they occur. This will enable the Trust to introduce dynamic policies and measures to address transport challenges across the organisation and enable stronger relationships with local partners. The Trust has in place a Travel Planning Coordinator who will work with the Travel and Transport Group to encourage staff at all levels and key stakeholders to provide input. The Group will monitor the implementation of this plan to provide assurance to the Trust this plan is being effectively implemented.

This plan sets out key targets to achieve the Travel Plan objectives in line with the Trust Sustainable Development commitments by reducing a negative impact on the local environment.

Executive Summary

A Travel Plan is a key part of this Trust's commitment to Sustainability and the Board approved Sustainable Development Management Plan.

The NHS standard contract SC18 requires the Trust to take all reasonable steps to minimise its adverse impact on the environment. The 2014 Sustainable Development Strategy for the NHS, Public Health and Social Care system identifies travel and transport as a carbon hot spot and offers advice on producing a travel plan.

The Government Initiative "Delivering a Sustainable Transport System" (DaSTS) published in November 2008, requires local authorities to deliver Local Transport Plans and the Trust believes that the development of such a Travel Plan will assist with the aims of the Local Authority for the particular locality and will, therefore, provide support to its partners. Public Health England (2018) have advised that vehicles and travel produce a lot of air pollution and this is the area over which individuals have the most control. Two of the most important components of air pollution (nitrous oxides (NOx) and fine particulate matter (PM2.5)) have been linked to health outcomes ranging from asthma, to cardiovascular disease, to low birth weight, to dementia. A report from PHE estimated the costs to the NHS and social care from illness related to air pollution, and advised that, in England, the total cost to the NHS and social care of air pollution is at least £42.88m per year. Taking into account diseases where evidence is associative or emerging, that cost goes up to over £157m per year.

The National Institute for Health and Care Excellence (**NICE**) guideline NG70 issued in 2017 covers road-traffic-related air pollution and its links to ill health. The guidance is issued to advise health and social care workers how to improve air quality and so prevent a range of health conditions and deaths. This guidance has been considered in the development of the key aims and actions of this Travel Plan.

The Trust is a major employer in North Yorkshire and associated areas with approximately 9,300 full and part time employees. It provides health services to a resident population of around 530,000 and the majority of its facilities generate a considerable amount of traffic on site and on nearby roads. It should also be noted that the pressure on the Trust increases significantly during the summer months as population levels grow due to the influx of visitors to the area.

The volume of traffic visiting the various sites operated by the Trust has continued to rise as patients, staff and visitors become more reliant on the car as a means of transport. However, the Trust recognises its responsibility to promote more sustainable transport modes as part of the operation of its sites.

In order to gather information, on the current modes of travel and the priorities for action and the next steps, the York Hospital Foundation Trust undertook a travel survey in 2016 and the findings highlighted the fact that the majority of respondents felt that it would be difficult for them to change to another transport mode from single occupancy car use. This matter and other findings from the travel survey have helped to shape the aims and actions to achieve more sustainable travel and transport choices.

The York Teaching Hospital NHS Foundation Trust (hereafter the Trust) has now prepared this Trust Wide Travel Plan to support the above requirements with the key aims to:

1. Support and encourage healthy and active travel
2. To reduce travel related pollution and traffic congestion
3. To reduce single occupancy car journeys
4. To ensure that there is fair, consistent and adequate provision of transport and travel choices for all staff, patients and visitors, noting that many users travel outside the standard 8 hour day. This consistency and equity of services and functions, rather than uniformity, recognises that services and sites have differing needs and requirements.
5. To contribute to the Trust wide environmental sustainability agenda

In the first year of implementation, the Trust will:

1. Promote active travel methods and routes (cycling and walking).
2. Investigate opportunities to reduce staff related vehicle emissions, particularly in close proximity to the hospitals through a review of Trust business travel and transport policies, including the availability and achievement of increased use of public transport and also consideration of the role of low and ultra-low emission vehicles at the Trust.
3. Investigate opportunities to reduce the number of single occupancy car use for work related travel through opportunities such as promotion of teleconferencing, car journey sharing and other alternatives to the car.

4. Improve monitoring and reporting of carbon emissions, particularly in relation to business mileage so we can demonstrate that the plans and policies are reducing carbon emissions and pollution.
5. Undertake a travel survey at the end of 2019 to provide comparative data to the 2016 survey and part of the annual review of this plan and the performance against its targets.

This Trust Wide Travel Plan is an ongoing, long-term initiative, which will respond to policy changes and site changes as and when they occur. The Trust will work with partners and appropriate stakeholders to ensure, where practical, resources are pooled and to engage in collaborative thinking to address issues jointly.

Introduction

In preparing this document, a travel survey was undertaken and all key Trust facilities have been visited to establish the availability and suitability of sustainable transport links and infrastructure and, in acknowledgement of the distinctiveness of the various sites operated by the Trust, this Travel Plan sets out over-arching principles and objectives that are common to all sites but then goes on to provide a more detailed, site-specific assessment, identifying the characteristics of each site and its surroundings.

The changes in the way health care services are provided and the overall growth in car ownership have created acute pressures on the Trust's parking facilities at peak times. Problems manifest themselves in a number of ways including problems finding a car parking space; illegal or inconsiderate parking both on the hospital sites and on the adjacent highway network and increased volume of traffic on approach roads, and a lack of appropriate alternatives such as accessible public transport.

It should be acknowledged that the development of new car parks to resolve parking issues is expensive, environmentally damaging and land within and adjacent to the Trust's current sites is scarce. Whilst such developments can improve traffic circulation, reduce congestion and aid on-site operation, their construction has to be seen as a "last resort" and more sustainable alternatives need to be considered as part of a wider strategy to reduce the dependence of staff and visitors on private car journeys.

Local authorities can be unwilling to approve new planning applications if they consider that the proposed developments will put further pressure on the local highway network and are damaging to the local environment. Local Authority partners such as City of York Council, North Yorkshire County Council and East Riding of Yorkshire Council are actively encouraging the Trust to deliver credible action through the development and implementation of Travel Plans as a way of reducing congestion and demand for car parking and the Trust wishes to work with its partners in a proactive manner and spirit of cooperation.

There is a need to introduce proactive dynamic sustainable policies and measures to accommodate active, less polluting and accessible modes of transport and tackle the demand for parking for those who are restricted in their choice to car travel. At the various Trust sites, the aim is to embrace stronger working relationships with local partners and stakeholders.

The Trust has in place a Travel and Transport Group who provide input into the development and implementation of the Travel Plan. This also provides staff representatives the opportunity to continue to input their views and opinions to improving the present and future transport and travel issues. In addition, the Trust wishes to work towards strengthening its relationships with NYCC (North Yorkshire County Council), City of York Council and ERYC (East Riding of Yorkshire Council) to secure input from the local population and other interested external parties such as Nestle, local Universities and public transport service providers.

The Trust's Board commitment to sustainability includes the commitment to use the Sustainable Development Assessment Tool. This is a national benchmarking tool for the Health Service which highlights the need to provide a range of travel planning issues including the need for a Board approved healthy/active travel plan, developed in coordination with staff, patients, users, clients, visitors and local communities; a business travel policy to support sustainable travel choices; activities and actions to reduce traffic and / or associated air quality impacts in our local area; the need to work closely with other local agencies such as our local authority, universities and third sector organisations to contribute to the delivery of area wide carbon reduction strategies and plans; and the need to demonstrate that the Trust is reducing its carbon emissions from travel and transport in line with the achievement of local targets i.e. in accordance with the Climate Change Act 2008 i.e. 80% reduction in carbon emissions by 2050, and also National Institute for Health and Care Excellence (**NICE**) guideline NG70 (issued in 2017) which covers road-traffic-related air pollution and its links to ill health. The NICE guidance is issued to advise health and social care workers how to improve air quality and so prevent a range of health conditions and deaths. This guidance has been considered in the development of the key aims and actions of this Travel Plan.

The Travel Plan is in line with HTM07-03, NHS car-parking management, environment and sustainability, which identifies best practice in car-park management and sustainable transport in order to improve the patient and visitor experience and support staff on their journeys to and from work.

The Trust values and strategic goals set the overall context for this work. The Trust values are:

- Caring about what we do
- Always doing what we can to be helpful

- Respecting and valuing each other
- Listening in order to improve

We will implement the Trust values by:

1. Showing sensitivity to individuals needs and preferences, ensuring that services continue to support patient care and enhance patient experience, and through the delivery of safe and effective services
2. Providing clear policy direction supported by leadership, knowledge, efficient and effective services
3. Developing consistency and equity of services and functions, rather than uniformity, recognising that services and sites have differing needs and requirements.
4. Through continued engagement to ensure people have the opportunity to contribute and influence. Listening to all views but understanding that we won't be able to give everyone what they want and expect to adjust whatever we implement as it may not be right first time.

The Trust strategic goals are:

- To deliver safe and high quality patient care
- To support an engaged, healthy and resilient workforce
- To ensure financial stability

(Noting that within the strategic goal 'to ensure financial stability', there is an aim to develop the Trust-wide environmental sustainability agenda).

The sections which follow set out the aims and targets, and the work areas identified to achieve these targets, based on the findings from the 2016 travel survey.

Performance against these targets will be monitored and reviewed at least annually, with some areas being established for quarterly monitoring.

Aims

This Travel Plan has set the following as its main overarching aims which will be applicable to all Trust facilities:

- Support and encourage healthy and active travel.
- To reduce travel related pollution and traffic congestion.
- To reduce single occupancy car journeys.
- To ensure that there is fair, consistent and adequate provision of transport and travel choices for all staff, patients and visitors, noting that many users travel outside the standard 8 hour day.
- To contribute to the Trust wide environmental sustainability agenda.

The Trust is committed to achieving these key aims and proposes a number of more specific aims which can be related to specific measures and initiatives to support these as follows:

- To promote an environmentally responsible attitude and approach to transport issues linked to the Trust's Sustainable Development Management Plan.
- To address the needs of all user groups.
- To minimise the number of the vehicles using each site.
- To promote and encourage the use of public transport, cycling and walking.
- To promote efficient management and use of the Trust's vehicle fleet.
- To be consistent with local authority plans and initiatives and encourage partnership working.
- To work in partnership with all relevant organisations to promote travel for the benefit of the common good.
- A continuous improvement approach to the **Trust's Sustainable Transport Plan** to ensure that it reflects changes, both on site and legislative, as and when they occur and takes into account best practice in other areas.
- To consider new ways of working, for example flexible working and teleconferencing, to take the strain off the car parks at key hours.
- To reference transport and travel issues in the Trust's Sustainable Development Management Plan
- To examine options for an off-site park and ride scheme for appropriate staff working core hours at peak times.
- The Trust is looking to adopt an organisational wide approach to car parking which is and this will be delivered as part of the Trust Travel plan. This approach is to

standardise the management of car parking to ensure fairness and consistency for staff parking and to support the Trust wider environmental and sustainability strategy, with adequate provision of transport and travel choices for all staff, patients and visitors, noting that many users travel outside the standard 8 hour day. This consistency and equity of services and functions, rather than uniformity, recognises that services and sites have differing needs and requirements.

Travel Plan Coordinator

It is essential for the success and efficiency of any Travel Plan that a Travel Plan Co-ordinator (TPC) be appointed (or an existing member of staff be nominated) to have the responsibility for the implementation of the Plan. Accordingly, the Trust has nominated Dan Braidley (Environment and Sustainability Manager) as TPC. Dan can be contacted on 01904 725629 or at dan.braidley@york.nhs.uk

The responsibilities of the Travel plan Co-ordinator include:

- Overseeing the development implementation and monitoring of the Travel Plan initiatives.
- Obtaining and maintaining commitment and support from senior managers, staff and union representatives etc.
- Designing and implementing effective marketing and awareness raising campaigns to promote the Travel Plan and the projects and initiatives to meet the Travel Plan aims.
- Co-ordinating and attending Steering Groups, Working Groups etc.
- Co-ordinating the necessary data collection exercise required to further develop the Travel Plan.
- Acting as a first point of contact for all staff requiring information.
- Liaising with different departments and external organisations.
- Co-ordinating the monitoring programme for the Travel Plan, including target setting.
- Presenting a business case to secure a budget for Travel Plan development, and ensuring that any income generated is used only to promote the Plan and related environmental improvements and more sustainable travel related options.

From time to time it may be necessary to involve other Trust Officers in assisting with this important role. The Local Authority and other interested parties will be informed of any such change, so that the initial point of contact remains clear at all times.

The Travel Plan Co-ordinator will report to the Trust's Transport and Travel Group, which will oversee the development of a Trust Wide healthy transport strategy and travel plan.

The Travel Plan Co-ordinator will also promote travel options available for all members of staff. This will cover all aspects of possible journey planning for the member of staff and will encourage staff to make better use of public transport or walk / cycle to work.

This facility will also be used to promote the 'cycle2work' scheme and other travel plan incentives such as the Enterprise Hire and Pool Car scheme and Liftshare scheme in operation at various sites.

Targets and Priority actions

Overview

The following sub-sections provide details of the targets proposed within this Travel Plan. These have been reviewed from inclusion in earlier site specific Travel Plans for York, Scarborough and Malton Hospitals following the 2016 staff and patient/visitor travel survey results which has enabled the Trust to establish a credible baseline position. The modal shift targets are provided as Trust wide targets, although some of these will also be monitored at site specific level too.

As outlined above, the key overarching aims for this plan are to

- Support and encourage healthy and active travel
- To reduce travel related pollution and traffic congestion
- To reduce single occupancy car journeys
- To ensure that there is fair, consistent and adequate provision of transport and travel choices for all staff, patients and visitors, noting that many users travel outside the standard 8 hour day.
- To contribute to the Trust wide environmental sustainability agenda

These key aims have been used to help develop targets against which the success of this plan will be monitored and these targets will be reviewed annually and as a result may be modified.

Aim One – Support and Encourage Healthy and Active Travel

Target One – Increase the percentage of staff reporting they travel to work by cycling or walking by at least 1% per annum (starting in 2019) from the 25.7% reported in the 2016 survey i.e. achieving 26.7% in 2019 survey and 29.7% by the 2022 travel survey. According to the survey 25.7% (263) of staff travel to work by walking or cycling (approx. 12.5% in each category).

Actions to be addressed include:

The promotion of walking to highlight the available safe routes and the health benefits to be derived from walking

Re-establish the Bicycle User Group made up of employees and with senior management input and identify staff that live within a three mile radius of their main place of work and actively "market" the health benefits of walking and cycling to work to them (linking to postcode mapping facility).

Investigate provision of lockers, showers and changing / drying facilities for cyclists / walkers (including a review of current facilities) to meet demand over a five-year period.

Monitor take-up of cycle parking facilities by both staff and patients / visitors and provide additional spaces/ storage facilities as necessary.

Increased provision of safe parking for motorbikes / mopeds to meet demand over a five-year period.

Target One Health, Carbon, Air quality and Other Benefits;

Walking stimulates both personal health and the health of communities and local economies. Government health improvement advice states that just 30 minutes brisk walking 5 times a week can bring about significant reductions in the risk of coronary heart disease, high blood pressure and diabetes.

Walking can replace a large number of short car journeys which contribute to congestion, carbon emissions and pollution, and the demand for car parking.

Like walking, cycling has an important part to play in reducing congestion, improving accessibility and reducing pollution. Cycling can also lead to increased general health and fitness which has personal benefits as well as economic benefits for the nation in terms of health service costs. Cycling may also allow people without cars to reach destinations that they may otherwise be unable to reach.

Aim Two - To reduce travel related pollution and traffic congestion

Target Two - Reduce air pollution caused by business travel and cut business travel and transport carbon emissions by at least 1% per annum from 2019/20.

In 2017/18, 2,836,959 road Trust business miles were travelled resulting in 1,011.27 tonnes of carbon emissions (with a further 518,935 travelled by rail resulting in 46.76 tonnes of carbon emissions). The business road mileage in 2017/18 was an increase of 37% on the previous year, although this follows an increasing trend year on year, it is unclear how much of the increase this year is due to improved data collection in 2017/18, and therefore a review of data collection is also planned.

Target Three –To increase the percentage of staff reporting they travel to work by public transport by at least 1% per annum (starting in 2019) from the 5.4% reported in the 2016 survey i.e. achieving 6.4% in 2019 survey and 9.4% by the 2022 travel survey

According to the survey only 5.4% (55) of staff travel to work by bus or train

Actions to be addressed include:-

- Actively marketing the bus services to patients and to staff.
- Work with the bus companies to pilot discounted travel for staff on bus services to the hospital.
- Actively monitor and evaluate progress to achieving the target on a quarterly basis.
- Work with CYC and Bus Companies to ascertain the viability of park and ride schemes / staff minibus service, primarily to the York Hospital site and other major Trust sites if possible.
- Analyse postcode mapping to determine whether bus routes could be varied to optimise for staff travel and possible matching of shift patterns.
- Work with Local Authorities and Bus Companies to improve signage to hospital sites and explore the possibility of developing a “branding” for buses serving hospital sites.

Aim Three - To reduce single occupancy car journeys

Target Four - Decrease the percentage of staff reporting they travel to work on their own in a car by at least 1% per annum (starting in 2019) from the 52.7% reported in the 2016 survey i.e. achieving 51.75 in 2019 survey and 48.75% by the 2022 travel survey.

Target Five – Increase the number of staff total current members on the Trust Liftshare journey sharing website by 5% per annum. The total number of current Trust Liftshare members to 31st March 2018 (from start of scheme) is 446 (so the 2019 target is 468 and 492 for 2020).

According to the 2016 Travel survey 52.7% travel to work in their own car without any passengers (question 14) and 45.7% travel between sites in their private car alone (question 10) , noting that 57% of staff respondents said that their working pattern followed traditional office hours

Target Six - Increase the use of Teleconferencing to reduce car journeys

Teleconferencing aims to reduce travel time and emissions associated with travel to meetings by promoting virtual meetings using conferencing software, such as Webex or Skype.

The Trust has existing teleconferencing facilities in place and the merger with Scarborough has resulted in greater uptake in teleconferencing use. The teleconferencing development pilot will enable the effects to be quantified with regard to cost and carbon saving while exploring opportunities for further development in the use of teleconferencing at the Trust. Other actions to be addressed include:-

Undertake regular promotions through a variety of activities such as competitions and prize draws to encourage take up of the Liftshare scheme for Trust staff based at York and Scarborough;

Explore the potential for the Liftshare scheme to be extended to other sites;

Consider expanding the dedicated car sharing car parks currently available at York and Scarborough;

Consider car sharing opportunities for work travel between sites using the Trust Pool Car fleet.

Expand the in both number and site availability.

Work with key individuals to ensure that illegal parking is kept to a minimum; including use of signs/barriers, "policing" of car parks etc.

Ascertain the needs of car park users in terms of security measures, health and safety etc. and work with key individuals to address these.

Examine the disabled parking requirements for the Trust and ensure that this meets the criteria set by the relevant Health Building Note

Aim Four - To ensure that there is fair, consistent and adequate provision of transport and travel choices for all staff, patients and visitors, noting that many users travel outside the eight hour normal working day.

Target Seven – Reduce the staff permit allocation to reduce congestion from the numbers available in 2018 and to provide an equitable arrangement which encourages sustainable travel arrangements.

The Trust has sought to address car parking issues at a number of its facilities in the past, by, for example, the development of a multi-story car park for visitors at York, and through the development of a car parking policy. However, congestion and pollution are increasing, and car parking demand continues at a high level and illegal/inconsiderate parking remains an issue at some sites. In addition, currently there are 3915 parking permits issued in York and 4217 in Scarborough although there are only 647 and 240 staff spaces available respectively.

The Trust is looking to adopt an organisational wide approach to car parking and this will be delivered as part of the Trust Travel plan.

The above review will result in the introduction of a Trust wide approach to car parking and a new staff parking permit scheme which ensures fairness and consistency whilst supporting the Trust in its sustainability commitments and recognising the availability of other healthier active choices and availability. The criteria has yet to be determined e.g. using a points approach, addressing areas such as distance from hospital site, availability and accessibility of alternative choices etc. noting that many users work outside the standard 8 hour day. Whilst all views will be listened to and taken into account, the Trust won't be able to give everyone what they want. The consistency and equity of services and functions, rather than

uniformity will recognise that some staff, services and sites have different needs and requirements. This review is being planned for April 2019.

Aim Five – To Contribute to the Trust-wide environmental sustainability agenda

Target Eight – Reduce the carbon emissions of travel at work through the effective use of Pool cars

The use of Pool Cars is seen as a key initiative in reducing the number of staff who would need to bring a car to work every day of the week and use for business purposes as part of their role.

The vehicles currently in use are 998cc petrol engine Ford Fiestas which are economical and has CO2 emissions rating of 99g/km or Band A of the Governments Car Tax Banding. It is the intent of the Trust to keep pursuing lower emission vehicles for the pool car fleet, including incorporating electric vehicles if possible.

In the financial year April 2017 to March 2018 the total mileage recorded for the Enterprise-owned hire cars available to the Trust was 460,146 miles. The aggregated mileage completed by the Trust pool vehicles for the same period was 465, 921, offering an estimated saving of £50, 000 and 17.78 tonnes of CO2.

The Trust will encourage any grey fleet upgrades / additions to be as environmentally friendly as possible.

Actions to be addressed in this aim include:-

- Patients and visitors to be encouraged to consider their travel arrangements responsibly by revision of the patient transport leaflet and Trust website information.
- Continue work with relevant charitable and voluntary agencies to address the needs of patients.
- Investigate contracting with Community Transport for patient transfers.
- Review methods of transfers for documents, staff and patients e.g. hopper bus.

- In relation to Trust suppliers and contractors, all contacts to be encouraged to adopt environmentally friendly and sustainable practices in relation to transport. This could extend to tendering procedures.
- The Trust to investigate the feasibility of an “anti-idling” policy which would relate to taxi and contractor / contract vehicles. There is also the potential for appropriate signs to be erected in public drop-off and pick-up areas and grey fleet storage depots
- All Trust vehicles to be regularly serviced to maximise fuel efficiency
- Expand the number of electric vehicle charging points.
- Install trackers in all Trust new delivery vehicles, which will ensure driver safety and more accurate mileage and CO2 emission monitoring.

Priority Actions

The success of this Trust Wide Travel Plan is reliant on changing the culture of staff, visitors and patients to a more responsible approach to travel. Seeking the views of these individuals and highlighting the benefits of the approach has been crucial to the work which has taken place thus far. The above assessment has established seven priority actions for 2019 which are detailed below.

Priority Action 1 for 2019 – Active Travel - Hold at least one event in York and one event in Scarborough in 2019 and provide intranet and staff news articles to continue to promote active travel choices and routes including the health benefits of walking and cycling and also the Trust staff financial incentives i.e. interest free bicycle loans, discounts for bicycle purchases, cycle mileage allowance for regular users, discounted or free bicycle locks etc. through events in conjunction with local council transport authorities).

Priority Action 2 for 2019 - Policy Review and Improvement of Monitoring – Review of Trust Business Travel and Transport Policies including the monitoring and collation of business mileage so that the Trust can demonstrate that this plan is reducing carbon emissions and pollution.

Priority Action 3 for 2019 - Park and Ride - Work with CYC and Bus Companies to ascertain the viability of park and ride schemes / minibus service, initially to the York Hospital site and, later, to other major Trust sites if possible.

Priority Action 4 for 2019 -Travel to work Car journey sharing – Hold at least one event in York and one event in Scarborough in 2019 and provide intranet and staff news articles to continue to promote registrations and use of the Liftshare.com Trust journey sharing scheme, monitoring the impact of the promotions through the number of registrations.

Priority Action 5 for 2019 Teleconferencing Development Pilot – Undertake a teleconferencing development pilot scheme involving 25 staff (Trust-wide) who on average travel 50 miles per week on business with the plan to save 50 miles per week and monitor the outcomes to determine whether this development work can be rolled out Trust wide.

Priority Action 6 for 2019 Staff Car Parking Permit Review - Undertake a review of staff car parking permit provision in the context of the other opportunities provided to staff and visitors which avoid the need for staff to bring a car to work.

Priority Action 7 for 2019 Reduce Single occupancy Pool car journeys at work – Undertaken a pilot journey sharing initiative to reduce the carbon emissions through more effective use of pool cars. The Trust is also developing, in conjunction with Enterprise, a car-journey sharing element into the booking system so staff will have the opportunity to share journeys and thus improve sustainability and increase the availability of the vehicles.

This plan will be reviewed annually and all of the above actions which contribute to the aims and targets against which reports will regularly be reviewed by the Travel and Transport Group. Highlights of these reports and key issues will also be reported to the Sustainable Development Group and then onto the Trust Board of Directors.