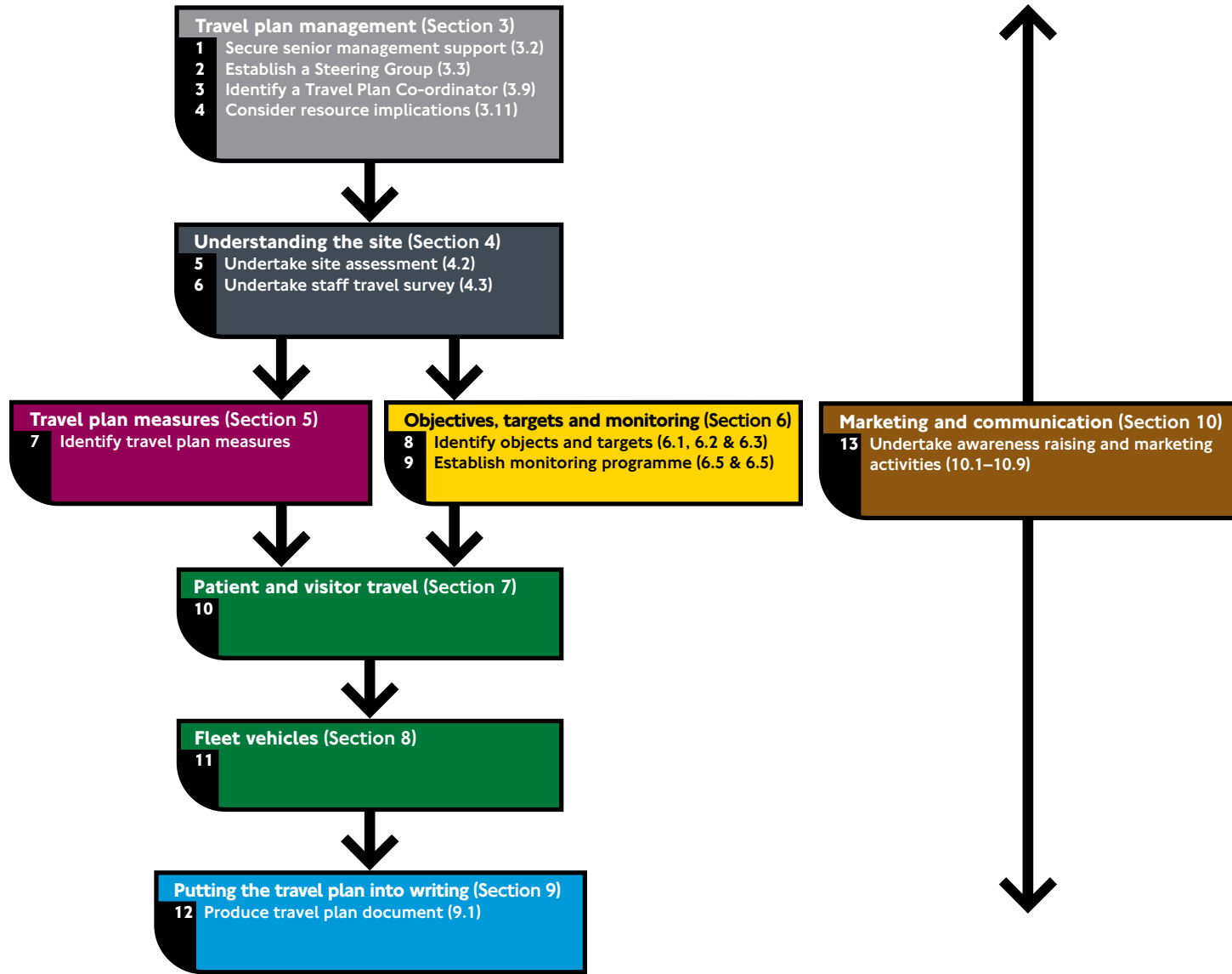


The travel plan process

When first introducing the travel plan concept to senior managers it can be useful to provide a summary of the process involved in developing a travel plan. A summary is provided in this section, with further detail provided throughout the Guide.



Development of a travel plan involves a series of sequential steps



The travel plan is a continual process of monitoring and review

2.1 Steps towards effective travel plan development

When first introducing the travel plan concept to senior managers it can be useful to provide a summary of the process involved in developing a travel plan. A summary is provided in this section, with further detail provided throughout the Guide.

2.2 An overview of the travel plan process

Travel plan management (Section 3)

1. Secure senior management support

Senior management support is critical if a travel plan is to be successful in meeting its objectives. Senior management support is important in order to:

- Show a lead by example.
- Allow budget allocations for travel plan activities.
- Secure the release of staff time for work concerned with the travel plan and attendance at meetings.
- Give the go-ahead to any features that may call for changes in the conditions of work such as introduction of flexible working or changes to parking policy.

It is important to secure senior management support in the initial stages of travel plan development.

2. Establish a Steering Group

It is recommended that a travel plan steering group is established to provide the direction required to develop and implement the travel plan. Alternatively, it may be possible to include the travel plan on the agenda of an

existing group such as an Improving Working Lives Group or an Environmental Group. The group should include representatives from a range of different departments, for example, an HR representative, a Union representative, a facilities management representative and a member of the communications team.

3. Identify a Travel Plan Co-ordinator

It is important to have one person responsible for co-ordinating the travel plan and maintaining the momentum; a 'Travel Plan Co-ordinator'. In situations where the travel plan is being applied to several sites, an alternative approach is to have an overall 'Travel Plan Manager' supported by individual site-based 'Travel Plan Co-ordinators' or 'Travel Plan Representatives'. Others who can contribute to the development of the plan can support the 'Co-ordinators', 'Representatives' or 'Managers'.

4. Consider resource implications

The travel plan will require both time and financial resources to be committed towards its development and implementation if it is to be successful. For instance, a budget will be required in order to develop the travel plan, for example, for printing survey forms, as well as for introduction of measures that are identified as part of the plan, for example, installation of cycle racks. Possible sources of funding for measures therefore need to be considered at an early stage. As well as the Trust's internal budgets, there are also possibilities that assistance can be provided by external sources such as the local authority or Transport for London.

Understanding the site (Section 4)

5. Undertake site assessment

A site assessment is necessary in order to fully understand the nature of the site(s) at which the travel plan is to be implemented and to collect information on:

- public transport provision
- pedestrian access
- cycling facilities
- vehicular access
- car parking, including car park use, car park availability and car park policy
- organisational policy

The site assessment can provide useful information to inform design of staff and patient/visitor travel surveys and can also help in the identification of 'quick wins'.¹

6. Undertake staff travel survey

It is important to undertake a comprehensive survey of staff to explore:

- How staff currently travel to work and why they choose to travel the way they do.
- Where staff are travelling from.
- Who would be willing/able to change their travel behaviour in favour of more sustainable modes.
- The barriers to changing modes.

- Measures that would be most effective in persuading drivers to switch to more sustainable modes.
- Measures that would be most popular amongst staff.

Group discussions with staff can help to inform the design of the questionnaire. They are also a useful mechanism for helping to raise awareness of the travel plan amongst staff.

Travel plan measures (Section 5)

7. Identify travel plan measures

A package of travel plan measures can be identified following collation of findings from the site assessment and the staff travel survey. It is important that measures are identified to encourage use of all modes of transport.

Experience has shown that in order to persuade people to change modes, a mix of incentives, for example, discounted season tickets and disincentives, for example, charges for car parking or restricted car parking are needed; in central London locations parking is likely to be suitably restricted already.

It is a good idea to identify and implement some 'quick wins'¹, which help to raise the profile of the travel plan and help to get staff on-board.

¹ A 'quick win' is a measure or action requiring relatively minimal inputs or resources in order to realise a substantial benefit or improvement.

Objectives, targets and monitoring (Section 6)

8. Identify objectives and targets

It is important to set objectives and targets in order to enable travel plan progress to be monitored. Objectives are the high level aims of the plan and give it direction and focus. Targets are the measurable goals which are set in order to assess whether the objectives of the travel plan are being achieved. Targets can be set following collection of information from the site assessment, staff travel survey, the (optional) group discussions and any patient/visitor surveys that may be undertaken.

9. Establish monitoring programme

It is important that a monitoring programme is identified at an early stage in the travel plan process and that it is clear exactly what, how, when and by whom the monitoring data is to be collected.

Patient and visitor travel (Section 7) Fleet vehicles (Section 8)

10/11. Establish whether the travel plan will address other aspects of the Trust's transport. Collect relevant baseline data and identify measures

A Trust may decide that it would like to address other aspects of its transport such as patient and visitor travel and/or fleet vehicle operation. It is recommended however, that Trusts should first focus on staff travel (the journey to work and travel in the course of work), then tackle patient/visitor travel and then concentrate on other transport matters—unless the Trust has a particular issue with a certain aspect such as fleet. If the Trust decides to focus on other transport matters, baseline data will need to be collected in order to enable identification of measures.

Put the travel plan into writing (Section 9)

12. Produce travel plan document

It is important that a written document is produced that sets out your travel plan clearly and concisely, and that this document is signed off by the Trust Board or a similar senior management group.

Marketing and communication (Section 10)

13. Undertake awareness raising and marketing activities

A key part of developing and implementing any travel plan is employee participation. A strategy for ensuring that employees are actively involved in the development of the plan and feel a sense ownership of the plan is essential if it is to be successful in achieving its objectives. The staff travel survey provides an ideal way of raising initial awareness of the travel plan but it is important that this dialogue is continued. Production of a communications plan will help to ensure that staff are continually involved in travel plan development and implementation. The travel plan should not be seen as something imposed from the top down which consequently may be resisted, but something that has come from the staff themselves. Staff will then be more likely to support the measures identified within it.

It is also essential that employees in no way feel threatened by the travel plan. For Trusts where staff are able to travel to work by car, it is important that in the early days of travel plan development, when the concept is first introduced to staff, that the message delivered is that the travel plan is not anti-car or out to ban cars but is about encouraging people to use them more wisely and to

provide greater transport choice. Another important message to communicate is that even if people can only make small changes to the way in which they travel, this will make a difference overall, for example, cycling to work on only one day a week instead of using the car or the bus.

On-going review

The travel plan is a continual process, not a one-off event, and it is important that monitoring data is used to continually review the travel plan and refine it as necessary.

2.3 Multi-site Trusts

Many Trusts have a number of different sites spread across a local area which may, particularly in the case of Primary Care Trusts and Mental Health Trusts, comprise of small sites such as GP surgeries or clinics. In most cases where Trusts do have multiple sites, they have generally chosen to develop a Trust-wide 'umbrella' travel plan which addresses transport and travel issues across all of the sites.

The existence of a large number of sites to be included in a single travel plan does however pose a particular challenge because in order to be effective a travel plan must meet the needs of an individual site, its location and the staff working there, both in terms of the type of work they do and their home location in relation to their place(s) of work. It is therefore recommended that a Trust-wide travel plan should involve development of a set of policies which will be applicable across all sites, whilst at the same time also identifying and implementing measures according to the needs of individual sites.

Examples of multi-site Trusts that have developed Trust-wide Travel Plans:

University College London Hospitals NHS Trust's travel plan covers eight hospitals:

- The Middlesex Hospital.
- University College Hospital.
- Elizabeth Garrett Anderson and Obstetric Hospital.
- Hospital for Tropical Diseases.
- Royal London Homoeopathic Hospitals.
- Eastman Dental Hospital.
- The Heart Hospital.
- The National Hospital for Neurology and Neurosurgery.

Central & North West London Mental Health NHS Trust has developed a travel plan covering all of its 80+ sites.

Croydon Primary Care Trust has developed a travel plan covering all of its 17 sites.