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# Worthing Hospital
# Staff and Visitor Travel Plan
# Western Sussex Hospitals NHS Trust

November 2010

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# 1 Introduction

## 1.1 BACKGROUND

1.1.1 WSP UK Ltd has been appointed by Western Sussex Hospitals NHS Trust to provide transportation advice in regards to future proposals for Worthing Hospital. As part of this work this Staff and Visitor Travel Plan (SVTP) has been produced to include strategies and monitoring of proposals to ensure progress towards a common goal of achieving sustainable travel practices across the entirety of Worthing Hospital.

1.1.2 Worthing Hospital is managed by the Western Sussex Hospitals NHS Trust and it will be the responsibility of the Trust to provide overall management of the Travel Plan, this will include the appointment of a Travel Plan Coordinator whose role is defined within this document as well as progressing the monitoring timetable to ensure the goals outlined in this document are achieved.

## 1.2 WORTHING HOSPITAL

1.2.1 Worthing Hospital currently provides 545 beds for both emergency and non-emergency treatment. The Hospital currently employs 2,930 staff ranging from senior management through to kitchen and cleaning staff and has 804 parking spaces available for staff and visitor use.

1.2.2 Problems have been noted regarding parking demand for the Hospital at peak times which has led to occurrences of illegal parking being observed on surrounding streets. A key consideration of this travel plan is to include measures aimed at parking management to ensure that demand does not outstrip supply, particularly in light of future development proposals.

## 1.3 DEVELOPMENT PROPOSALS

1.3.1 The Western Sussex Hospitals NHS Trust is currently developing plans to expand Worthing Hospital, whilst relocating some facilities to other hospitals within the Trust's area.

1.3.2 The first stage of development proposals includes for the demolition of 16 residential properties on Park Avenue to provide a new breast screening clinic with associated parking as well as a separate temporary staff car park with 70 spaces.

1.3.3 Following completion of Phase 1 a new ward with up to 40 beds and relocated outpatient facilities has been proposed on the existing staff car park. This will initially result in a loss of 116 spaces during construction with 34 spaces being reinstated after construction, therefore resulting in a loss of 82 car parking spaces.

1.3.4 A summary of these development proposals is provided below:

- Planning application 1
  - Demolition of the houses on Park Avenue
  - Temporary car park on vacated site – this will accommodate 70 spaces of the 82 that will be permanently lost due to the construction of the new ward
  - A 990m2 breast screening clinic on the Homefield end of Park Avenue (this is maximum size and this may reduce)

- Planning application 2
  - A new 3560m2 Ward block on the hospital site south of the children's unit

1.3.5 If both applications are approved, combining both sets of development proposals would result in an overall loss of 12 parking spaces. This SVTP has been developed for the entire Worthing Hospital site, but also addresses these specific development proposals by focussing on both ensuring suitable and attractive public transport options are available and providing a suitably robust parking management strategy. General improvements to bus services and the pedestrian links between public transport facilities and the hospital entrances / exits are being considered as part of the Masterplan for the Hospital.

## 1.4 WORTHING HOSPITAL TRAVEL PLAN

1.4.1 This Travel Plan presents measures that Western Sussex Hospitals NHS Trust will introduce to positively influence travel patterns and assist in facilitating sustainable travel for employee and visitor trips to and from the Worthing Hospital Site. The location of the site is shown on Figure 1.

1.4.2 This Travel Plan details the strategy for the delivery and monitoring of schemes to facilitate and promote sustainable travel patterns to both staff and visitors of Worthing Hospital. Objectives, targets and indicators have also been determined to be able to monitor change and where change is not achieved, to amend those elements which are not proving to be effective. In this way, this Travel Plan will evolve to match the ongoing and changing travel patterns of visitors and employees of Worthing Hospital.

1.4.3 Western Sussex Hospitals NHS Trust is committed to encouraging alternative means of travel to private car journeys to and from Worthing Hospital, thereby helping to reduce the environmental impact of the ongoing provision of employment and healthcare at this site. Western Sussex Hospitals NHS Trust will identify an individual from within the senior staff at Worthing Hospital to become the Travel Plan Coordinator. The role of this person is defined in greater detail in Chapter 7. This person will be responsible to the Trust for overseeing the implementation of this Travel Plan.

1.4.4 The Travel Plan initiatives recommended for Worthing Hospital as part of this document will be funded by Western Sussex Hospitals NHS Trust.

## 1.5 STRUCTURE OF THIS DOCUMENT

1.5.1 This document sets out the criteria by which a SVTP for Worthing Hospital will be delivered and how it aims to contribute to local and national objectives for sustainable travel.

1.5.2 This SVTP document will be set out in a further eight Chapters as follows:

- Chapter 2 will review Planning Policy relevant to the locality and existing use of the site as a Hospital, this will inform decisions as to measures to be implemented and policies adhered to;
- Chapter 3 outlines the key aims which the Travel Plan through measures will seek to achieve;
- Chapter 4 details the existing conditions in regards to Worthing Hospital including car parking, site use as well as the opportunities available to access public transport services;
- Chapter 5 describes the proposed measures to be implemented alongside the Travel Plan to ensure modal share targets and travel patterns are achieved;
- Chapter 6 provides details of the Car Parking Management Scheme for the Hospital;

- Chapter 7 refers to how the plan measures will be implemented, who is responsible for managing, particularly in regards to the role of the Travel Plan Coordinator;
- Chapter 8 sets targets for the SVTP to achieve according to modal share and vehicle miles travelled; and
- Chapter 9 summarises and concludes the Travel Plan in relation to the measures, implementation and monitoring in relation to the proposals;

# 2 Review of Policy Guidance

## 2.1 INTRODUCTION

2.1.1 The sustainability of new developments has become of paramount importance and a significant amount of guidance has been produced on promoting sustainable transport modes such as walking, cycling and public transport, whilst advocating a reduction of the use of the private car. This section outlines the national and local policy context and best practice guidance against which this plan fully accords.

## 2.2 NATIONAL TRANSPORT POLICY GUIDANCE

### DELIVERING A SUSTAINABLE TRANSPORT SYSTEM (DASTS)

2.2.1 The Government outlined their long term transport strategy in 2007 in a document entitled "Towards a Sustainable Transport System: supporting economic growth in a low carbon world" (TaSTS). This document built on findings from the Stern and Eddington Studies.

2.2.2 The strategic approach outlined by the Government included the following steps; clarifying the transport goals, identifying the challenges, measuring the outcomes, generating options and selecting the options which are best value in the context of sustainable development.

2.2.3 Five national goals were identified and taken forward from TaSTS to a document "Delivering a Sustainable Transport System" (DaSTS). DaSTS sets out the national transport challenges based on the five national transport goals. The five national transport goals are:

- To support national economic growth, by delivering reliable and efficient transport networks;
- To reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change;
- To contribute to better safety, security and health and longer life expectancy by reducing risk of death, injury or illness arising from transport, and by promoting travel modes that are beneficial;
- To promote greater equality of opportunity for all citizens, with the desired outcome of achieving a fairer society;
- To improve quality of life for transport users and non-transport users, and to promote a healthy natural environment.

2.2.4 The DaSTS programme is currently on hold until a decision has been made by the Coalition Government on whether to take it forward.

### THE FUTURE OF TRANSPORT – A NETWORK FOR 2030 (DFT WHITE PAPER, 2004)

2.2.5 This publication sets out the current national transport policy since the implementation of the Government's 10-Year Plan for Transport in 2000. The White Paper signals a commitment to sustained investment, improvements in transport management and planning ahead on widening travel choices and creating sustainable communities.

2.2.6 The document places particular emphasis on the importance of promoting better ways of travelling through initiatives such as travel plans and marketing to encourage people to choose alternatives to their cars for some journeys.

2.2.7 Travel plans are noted as being a key means for promoting travel choices to a wide audience and encouraging a change in travel behaviour towards greater use of sustainable modes of travel.

### PLANNING POLICY GUIDANCE 13 – TRANSPORT (DFT, MARCH 2001)

2.2.8 Planning Policy Guidance Note 13 (PPG 13) outlines central government's key objectives for transport. It advocates that local authorities should promote land use policies and transport programmes that promote accessibility by more sustainable modes of travel including public transport, walking and cycling.

2.2.9 The principal objective of PPG13 is:

*'To increase personal choice by improving the alternatives and to secure mobility that is sustainable in the long term'*

2.2.1 The recurrent themes within the publication are as follows:

- Promoting more sustainable transport choices; and
- Reducing the need to travel, especially by car.

2.2.2 In addition, PPG13 advocates that proposals to develop, expand or redevelop existing sites should improve access by public transport, walking and cycling.

### TRAVEL PLANS

2.2.3 PPG13 posits that awareness should be raised as to the relative merits of different travel choices. Widespread use of travel planning is now common place. The travel plan for the proposed development will highlight the importance of demand management in managing the scale and significance of less sustainable trip patterns.

### PLANNING POLICY STATEMENT 1 – DELIVERING SUSTAINABLE DEVELOPMENT

2.2.4 Planning Policy Statement 1 (PPS1) sets out the Government's policies on different aspects of land use policy within England. Sustainable development is the core principle underpinning planning. At the heart of this is the idea of ensuring a better quality of life for everyone, now and for future generations.

2.2.5 This document places greater emphasis on sustainability and spatial issues, outlining the key principles that should be applied to ensure that development plans develop effective local spatial strategies and that decisions taken on planning applications contribute to the delivery of sustainable development.

### MAKING SMARTER CHOICES WORK – DEPARTMENT FOR TRANSPORT (2005)

2.2.6 Published subsequent to the Transport White Paper, the Department for Transport (DfT) report 'Making Smarter Choices Work' signals continued government support for a range of measures aimed at raising awareness of alternative modes of travel, and actively encouraging the use of a wider range of travel modes amongst individuals.

2.2.7 These measures include travel plans, travel awareness campaigns, car sharing initiatives, and individualised travel marketing. Contemporary transport policy now recognises the impact that such measures can have in encouraging a shift in modal choice, particularly when accompanied by car-based demand management initiatives.

### SUSTAINABLE COMMUNITIES: BUILDING FOR THE FUTURE (FEBRUARY 2003)

2.2.8 Although this publication has in part been superseded and updated by more recent policy, it provided a long-term programme of action for delivering sustainable communities in both urban and rural areas. The Plan includes not just a significant increase in resources and major reforms of housing and planning, but a new approach to how we build and what we build.

2.2.9 The document emphasises the importance of co-ordinating efforts at all government and stakeholders levels, in bringing about development that meets current and future economic, social and environmental needs.

2.2.10 Furthermore, the plan states the following key attributes of sustainable communities:

- Active, inclusive and safe – fair, tolerant and cohesive with a strong local culture and shared community activities;
- Well run – inclusive and effective participation and leadership;
- Environmentally sensitive – provide places to live that are considerate to the environment;
- Well designed and built – have a quality built and natural environment
- Well connected – with good transport services and communications linking people to jobs, schools, health and other services;
- Thriving – with a flourishing and diverse local economy;
- Well served – with public, private, community and voluntary services appropriate to people's needs and accessible to all; and
- Fair for everyone – including others in the communities, now and in the future

2.2.11 The design philosophy of the Worthing Hospital development embodies all these attributes, and will thus meet and complement the government vision for sustainable communities.

### TFL - DEVELOPING AND IMPLEMENTING TRAVEL PLANS: A GOOD PRACTICE GUIDE FOR THE NHS IN LONDON (NOVEMBER 2006)

2.2.12 Although this document is not directly applicable to development locations outside London, it is the most up-to-date guidance document focussed specifically at travel planning within the health sector and as such provides a useful basis for identifying and developing successful practices and measures for Worthing Hospital.

2.2.13 The document states that the major objective of travel plans for sites in outer London is to minimise the number of sole occupancy car trips, by doing this it will be managing the demand for travel by car and reduce the existing demands on car parking.

2.2.14 To develop a successful hospital based travel plan the document states that a number of key milestones need to be addressed throughout the production of the document these include:

- Secure Senior Management Approval: This is essential in ensuring a leading example is set and that budget resources are made available for the implementation of the travel planning measures. Furthermore they will have the ability to implement changes in working conditions and the physical environment that will be essential in maintaining a successful travel plan.
- Establish a Steering Group: To dictate the direction required to develop and implement the travel plan. The steering group should include individuals from a range of different departments.
- Identify a Travel Plan Coordinator: Important for co-ordinating the travel plan and maintaining its momentum.

2.2.15 The guide also exalts the importance of understanding the site and as such undertaking a full site review to understand what existing services are currently available and indeed how this may be under utilised. Coupled with a staff survey this will be able to identify what measures may correspond to existing local facilities and any existing gaps in the provision of sustainable travel opportunities.

2.2.16 The Travel Plan document should be agreed and signed off by the Trust Board or other similar senior management group.

## 2.3 POLICY GUIDANCE FOR HEALTH SERVICE PROVISION

### ACCESSIBILITY PLANNING & THE NHS: IMPROVING PATIENT ACCESS TO HEALTH SERVICES (2006)

2.3.1 This guidance document provides an overview of accessibility planning, highlighting the role of the NHS and provides examples of current approaches.

2.3.2 From this guidance, key lessons identified include the need for:

- Coordinated local research to understand the transport access needs of key groups;
- A focus on reducing the need to travel (especially by car) to NHS sites as well as improving access through sustainable means;
- Effective local transport and health partnerships with senior backing and identified contacts with whom to work;
- Joint commissioning of transport services to the NHS, linked to the broader integration of public and specialist transport services in the areas; and
- Development of local indicators and targets to track improvements in access to services for key groups or areas.

## 2.4 LOCAL POLICY

### WEST SUSSEX STRUCTURE PLAN (2005)

2.4.1 West Sussex County Council formally adopted the Structure Plan 2001-2016 on 25 October 2004, replacing the approved 1993 Structure Plan. The West Sussex Structure Plan 2001-2016 is the most up to date statement of the County Council's strategic land use and transport planning policy.

2.4.2 In regards to Policies on Needs, Policy NE13 on Transport encourages development which:

- Widens travel choice and promotes walking, cycling and passenger transport.
- Improves road and personal safety for the travelling public.
- Integrates the different types of transport and the various provisions of service to maximise the efficiency of transport systems.
- Assists the promotion of efficient economy and the achievement of sustainable economic growth.
- Reduces traffic growth, pollution and congestion to protect public safety, the economy, and the natural built environment.
- Promotes access to facilities and services for all.

2.4.3 In relation to the above, Policy NE14 seeks to improve infrastructure which meets the needs of pedestrians, cyclists and those with mobility impairments. Policy NE15 on passenger transport also supports proposals to improve infrastructure which meet the needs of passenger transport users and Policy NE17 encourages improved roads, improvements to road safety and reduce congestion.

2.4.4 Policy NE18, regarding public parking, states that on and off-street parking for the public in or close to centres and transport interchanges should be permitted provided that it is balanced with the need to encourage the use of alternative transport modes to the private car.

2.4.5 In terms of development, policy DEV4 states that: *"(a) Development should not be permitted unless: the travel needs it generates are met; where possible, it reduces the need to travel; it achieves safe and convenient access by a choice of means of travel; and the number and impact of motorised journeys is minimised."* The policy then goes on to suggest how Local Plans will include policies to address this requirement, including where appropriate the preparation and implementation of Travel Plans.

2.4.6 Policy DEV 5 addresses parking provision associated with development, and states: *"Development should not be permitted unless the level of parking is compatible with the need to avoid environmental or safety problems and the need to encourage walking, cycling and the use of passenger transport, where this is, or can be, a realistic alternative."*

2.4.7 West Sussex County Parking Standards were adopted as Supplementary Planning Guidance (SPG) in November 2003. These were produced, with the District and Borough Councils. Whilst this document details precise standards for some land uses, for Hospitals the guidance proposes the following standard: *"Applications should be assessed individually and be based upon a Travel Plan"*. This provision has recently been clarified with the County Council's Development Control team.

### WORTHING LOCAL PLAN SAVED POLICIES (2007)

2.4.8 There has been a history of supporting development on major Health Care sites within Worthing Borough. The Worthing Borough Local Plan was adopted in September 2003. It contained a specific reference to Worthing Hospital and supported proposals for the development of additional health care facilities at the site under Policy SC5.

2.4.9 The Planning and Compulsory Purchase Act 2004 made provision for the Plan to remain in force for three years following commencement of the Act. This three year period elapsed on 27th September 2007. The Worthing Local Plan in its entirety is therefore no longer applicable to the Borough. However, a number of Policies have been "saved" from the Local Plan. These do not include Policy SC5. However, a number of policies have been saved; those relevant to transportation and the potential redevelopment of Worthing Hospital are addressed below.

2.4.10 Policy TR9 relates to on-site parking provision. It states that consideration for the need for on-site parking provision will be based on the standards in operation at the time of an application's submission.

### WORTHING LOCAL DEVELOPMENT FRAMEWORK

2.4.11 Under the Planning and Compulsory Purchase Act 2004, the Local Plan is to be replaced by the Local Development Framework. This will be a folder of development plan documents (DPD's) which are to include a Local Development Scheme (a timetable of when documents are to be prepared, consulted upon, and released), a Core Strategy (an overall general strategy for the borough) and a Site Allocations documents named "Unlocking Development Potential".

2.4.12 The Core Strategy was submitted to the Planning Inspectorate for examination on 3rd December 2007. Following its submission, the Inspector set out his initial thoughts about the soundness of the Core Strategy. In response to this note the Council requested an exploratory meeting, the outcome of which was the decision to suspend Worthing's Core Strategy document until further notice. As a result of this, the Planning Policy team are currently in the process of revising their LDS while the Core Strategy is to be revised and published in conjunction with the site allocation document. Timescales for the publication of the redrafted documents will not be known until the redrafted LDS is published.

2.4.13 However, in relation to Worthing Hospital and health care in general, the Core Strategy had stated its intent to preserve and improve overall community facilities including health care facilities with the aim of ensuring that sufficient health care infrastructure and capacity is available for all present and future communities. As a result, the Core Strategy was seeking to provide an "enabling" policy framework to allow for new facilities to come forward and through working with Worthing and Southlands Hospital, West Sussex PCT and Worthing Together. Further, it stated a preference for facilities to be in accessible locations with good public transport links.

2.4.14 Meanwhile, the Site Allocations Development Document included Worthing Hospital, and supported development on the site which would result in enhancing healthcare facilities within the Borough.

2.4.15 Although the Core Strategy and Site Allocations documents have been suspended, the above should still be taken into account given the Local Authority's position is unlikely to change.

2.4.16 The suspended Core Strategy stated its intent to preserve and improve overall community facilities including health care facilities with the aim of ensuring that sufficient health care infrastructure and capacity is available for all present and future communities. As a result, the Core Strategy sought to provide an "enabling" policy framework to allow for new facilities to come forward and through working with Worthing and Southlands Hospital, West Sussex PCT and 'Worthing Together'. It stated a preference for facilities to be in accessible locations with good public transport links. Policy COM3 of the Core Strategy focused these aims with specific reference to improve health and the quality of healthcare provision by working closely with partners to identify suitable and accessible sites for new modern healthcare initiatives.

### WORTHING EVOLUTION TOWN CENTRE & SEAFRONT MASTERPLAN

2.4.17 The Worthing Evolution Town Centre and Seafront Masterplan cites the improvement of Worthing Hospital as integral to the Borough's new community health focus, and makes reference to a new health centre on the Worthing Hospital site offering primary care functions. In particular it highlights:

- Proposals being developed for the rationalisation of accommodation on the Worthing Hospital Site;
- That the Masterplan is seeking to integrate the hospital with the town centre through improved pedestrian and cycle links and public transport facilities;
- Proposals for a primary care health centre that could potentially be provided on the Worthing Hospital site which could include a children's centre and a possible urgent care centre and accommodation for Homeless Services and health visitors;
- Proposes that within any redevelopment of the site, new entrance facilities are provided in the south-west corner of the site to promote integration with the town centre. Further this could be combined with catering facilities and primary care facilities to ensure good public access; and
- Proposes a green link through the site as part of the network of green spaces.

### PARKING STANDARDS

2.4.18 Worthing Borough Councils Parking Standards (2005) in relation to Hospitals, provides no specific standards and instead states that parking allocation will be 'Considered on Merit'.

## 2.5 SUMMARY

2.5.1 There are common themes running through all national and local policy which relate to the proposed redevelopment of Worthing Hospital. These are summarised below:

- The promotion of sustainable development;
- An ethos to combat congestion and pollution through demand management and reducing the need to travel by any mode;
- Improved accessibility for all; and
- The promotion of increased walking, cycling and the use of public transport and decrease in the use the car.

2.5.2 On a more local scale the aim is to encourage regeneration of land in existing urban areas and for accessibility improvement to major local health services to focus on walking, cycling and public transport facilities which complement the wider networks.

2.5.3 This Travel Plan has been prepared having full regard to these policy objectives.

# 3 Aims and Objectives of the Travel Plan

## 3.1 INTRODUCTION

3.1.1 As shown in the policy review in Chapter 2, encouraging sustainable development and travel patterns has become a major objective of both national and local policy. This can be achieved through this Travel Plan by introducing positive measures to encourage reduced reliance on private cars, onto greener travel modes for journeys to and from Worthing Hospital.

## 3.2 TRAVEL PLAN AIM

- To provide a tool for the provision of appropriate sustainable travel measures for both staff and visitors of Worthing Hospital
  - *To promote and encourage the use of alternative, more sustainable forms of transport and working practices amongst employees and visitors to reduce $CO_2$ emissions caused by the operation of the hospital*

## 3.3 TRAVEL PLAN OBJECTIVES

3.3.1 To achieve the aim, the overall objectives for the Travel Plan are to:

1. Ensure that all staff, patients and visitors are made aware of the Travel Plan;
2. Promote public transport, walking and cycling as the primary modes of travel for employees, patients (where suitable) and visitors to the site;
3. Promote car sharing amongst employees;
4. Promote Smarter Choices working practices;
5. Reduce vehicle emissions through the take up of alternative transport modes;
6. Promote walking and cycling as options for a healthier lifestyle;
7. Provide facilities for cyclists, including cycle parking
8. Reduce reliance on the private car for journeys to work and business journeys; and
9. Maintain the direction and progress in travel planning through continued management and review.

3.3.2 The above objectives will be achieved by introducing a package of measures that focus on promoting access to the site by sustainable modes of transport as an alternative to the private car. It is intended that this will encourage staff and visitors to consider sustainable travel as opposed to single occupancy car travel to and from the site.

# 4 Existing Conditions

## 4.1 INTRODUCTION

4.1.1 This chapter sets out the existing conditions of the site in relation to access on foot, bicycle and by public transport. In doing so, a number of opportunities have been identified for the promotion of sustainable travel from the outset.

## 4.2 BACKGROUND

4.2.1 On 1st April 2009 Worthing and Southlands Hospitals merged with St Richards Hospital, Chichester to create the new Western Sussex Hospitals NHS Trust. This combined Trust covers an estimated population of 450,000 people with a catchment area covering most of West Sussex, employing approximately 600,000 staff. Services include accident and emergency, children's services, day surgery, elderly, general and medical services, intensive care, maternity, ophthalmology, orthopaedics and rehabilitation.

## 4.3 WORTHING HOSPITAL

4.3.1 Worthing Hospital is located on Lyndhurst Road, to the east of the town. The main entrance to the hospital is off Lyndhurst Road on Park Avenue. There is also a secondary access, serving the northern wing on Homefield Road. A site location plan is included as Figure 1.

4.3.2 The Worthing site is close to the town centre, located approximately 10 minutes walk away from Worthing Rail Station. It sits adjacent to residential areas with local retail facilities located nearby. It is currently served by a good network of local buses and walking routes (described in more detail below).

4.3.3 The hospital currently has 804 car parking spaces available for public and staff parking including 14 drop off facilities and 56 onsite residential spaces. A charge is made for public parking via a pay-on-exit system and a resident's parking scheme is in operation on roads close to the site to prevent hospital parking at inappropriate locations. Worthing Hospital currently has 2,930 staff and 545 beds. The wards, accident and emergency centre and supporting facilities are currently arranged over four main wings, the main entrance lies off of Lyndhurst Road.

4.3.4 Recent audits have identified that a number of the parts of the hospital requiring extensive renovation are incurring escalating maintenance costs which are unsustainable in the middle to long term. This is particularly the case with the West wing of the hospital, which the trust feels would be most economically updated through demolition and rebuild. To enable this a new wing is required to allow decanting of the current West Wing facilities and wards.

4.3.5 A summary of the current Worthing Hospital site characteristics is shown in Table.4.1 below.

**Table 4.1: Summary of Existing Worthing Hospital Site Characteristics**

| | Worthing Hospital (2008) |
|---|---|
| Senior Medical / Managerial Staff | 200 |
| Nursing and Support Staff | 2500 |
| Total Staff | 2930 |
| Total Beds | 545 |
| Public / Visitor Car Parking | 274 |
| Employee Parking | 516 (*359 on site*) |
| Other Parking / Drop-off | 14 |

(Source – Worthing Hospital)

4.3.6 Of the 516 employee parking spaces, 56 are for sole use of residents on the hospital site, 16 spaces are for the Post Graduate Centre (which is barriered for sole use of visiting post-graduates) and a further 85 spaces are rented from the neighbouring Gas Board car park site (on a temporary lease due to expire on 24 June 2011). In reality this therefore results in existing on site employee parking provision of 359 spaces.

## 4.4 LOCAL HIGHWAY NETWORK

4.4.1 Worthing Hospital is situated a quarter of a mile from the town centre and a quarter of a mile inland from the seafront. Access and exit to the hospitals main entrance is achieved via a T-junction on Lyndhurst Road which leads to Park Avenue. Main access is achieved via a left hand turn by eastbound traffic on Lyndhurst Road or via a right hand turning lane for westbound traffic. See Table 4.2 below.

4.4.2 Exit from the hospital main entrance can also be achieved via the Lyndhurst Road/ Park Avenue T-junction. However, if visitors enter the secured visitor parking, at the front (south) of the hospital, exit can only be achieved via Park Road (to the west of the hospital) which also leads south and back onto Lyndhurst Road.

4.4.3 Additional minor entrances to the hospital are also located to the east of the hospital off Homefield Road, and at the rear of the hospital, off Park Avenue. These minor entrances are reserved for staff parking and emergency vehicles and are not intended or promoted for public access.

## 4.5 CAR PARKING

4.5.1 Worthing Hospital has a resident's car-parking scheme in operation around the hospital and a 24 hour, pay-on-exit, visitor's car park within the hospital grounds, just off the main entrance from Lyndhurst Road.

4.5.2 Due to current staff parking constraints, the hospital currently rents 85 staff car parking spaces from the Gas Board car park, located on the opposite side of Lyndhurst Road to the hospital.

4.5.3 Table 4.2 shows the detailed breakdown of parking provision currently available on the Worthing site.

**Table 4.2: Existing Hospital Car Parking**

| Worthing Hospital Parking | Spaces |
|---|---|
| Employee - Priority | 238 |
| Employee - Clinical | 121 |
| Employee - Gas Board (temporary) | 85 |
| Residents | 56 |
| Post-Graduate Centre | 16 |
| Standard Public | 274 |
| Drop-off | 4 |
| Ambulance | 8 |
| Hospital Bus | 2 |
| **TOTAL** | **804** |

(Source – Worthing Hospital)

4.5.4 Table 4.3 shows the scale of parking charges for the hospital car parks for staff and the public.

**Table 4.3 – Scale of parking charges for Worthing Hospital car parks**

| Time Period | Parking Charge (Public) | Parking Charge (Staff) |
|---|---|---|
| 1 hour | £1.20 | Permits issued to eligible staff dependent on contracted hours and job band to a maximum of £200 per year (or £500 for guaranteed parking); a 2 mile exclusion zone recently established which means that staff living within 2 miles not entitled to parking permit |
| 2 hours | £2.10 | |
| 3 hours | £3.20 | |
| 4 hours | £4.30 | |
| Up to 6 hours | £5.40 | |
| Daily | £7.00 | |
| Motorcycles | £1.00 | |
| 10pm – 7am | £1.60 | |

## 4.6 CYCLING AND CYCLE PARKING

4.6.1 The town of Worthing is located along the South Coast Cycle Route and most cycle routes within the town and around the hospital run along roads rather than on dedicated cycle paths. The network of local cycle routes are shown on Figure 2.

4.6.2 However, Worthing Borough Council, West Sussex County Council and Sustrans have been working to develop a Seafront Cycle Route. The first phase of this route was opened in 2004 to provide a segregated cycle lane alongside the existing coast path running between Western Road, next to Brooklands park (to the east) and Splash Point, at the junction of Marine Parade and Warwick Road (to the west).

4.6.3 The route was then further extended eastwards from Brooklands Park to Shoreham Beach during the summer of 2006.

4.6.4 The main hazards for cyclists in Worthing are posed by traffic on the busy coastal A259 and by the system of roundabouts in the north of the town.

4.6.5 Bicycle parking facilities at Worthing Hospital are located next to the car park, outside Accident and Emergency. The location of these are deemed satisfactory in regards to capturing the demand from both staff and visitors. The number of cycle parking spaces is summarised on Table 4.4 below.

**Table 4.4: Existing Hospital Cycle Parking**

| Intended User | Spaces |
|---|---|
| Cycle Parking (Public) | 64 |
| Cycle Parking (Staff) | 28 |
| Motorbike (Staff / Public) | 21 |

(Source – Worthing Hospital)

## 4.7 WALKING

4.7.1 There are good pedestrian facilities in the vicinity of Worthing Hospital. These include wide footways, which are generally in good condition, street lighting on all local roads and a pedestrian crossing along Lyndhurst Road opposite the hospital site. The main entrance to Worthing Hospital can be reached on foot via Lyndhurst Road and Park Avenue, or through the main car park. It can be accessed through the staff car park to the east of the hospital building along Homefield Avenue. The entrance to the North Wing of Worthing Hospital can be currently reached on foot via Homefield Avenue and Park Avenue. Access to the building is via a ramp.

4.7.2 Worthing town centre and rail station can be reached on foot (within 10 minutes) via Lyndhurst Road and North Street with pedestrian crossings and subways provided along the way.

## 4.8 PUBLIC TRANSPORT

### BUS

4.8.1 The hospital is served by local bus operators Stagecoach Coastline and Compass.

4.8.2 Worthing Hospital has a bus stop lay-by located near the main entrance on Lyndhurst Road. This currently provides a shelter with seating, but does not have Real Time Information. Table 4.5 details the bus routes currently serving the hospital. These local bus routes provide a combined peak service frequency of eight services per hour Monday to Saturday with an hourly service (Pulse) on Sundays and Public Holidays. Early morning and late daily services are catered for by these services. It is understood that a free staff only bus service operates half hourly between the two sites throughout the day. These bus services are shown on Figure 3.

**Table 4.5: Existing Bus Routes to Worthing Hospital**

| Service | Route | Frequency | | | First Bus | Last Bus |
|---|---|---|---|---|---|---|
| | | AM | PM | General | | |
| The Pulse (Stagecoach) | West Durrington – Worthing – Hospital – Sompting - Lancing | 6 | 6 | Every 10 mins | 06:28 | 23:27 |
| 9 (Stagecoach) | Littlehampton – Angmering – Worthing – Hospital – Lancing – Shoreham – Southlands Hospital - Southwick | 1 | 1 | Hourly | 06:14 | 19:22 |
| 16 (Compass) | South Lancing – Lancing – Sompting – Hospital – Worthing – Tarring | 1 | 1 | Hourly | 08:25 | 18:04 |
| 106 (Compass) | Cowfold – Henfield – Steyning – Lancing – Hospital - Worthing | 1 | 1 | 1 every 2 hours | 08:53 | 17:13 |

RAIL

4.8.3 Worthing Rail Station is located 10 minutes walk north west of the hospital (shown on Figure 3), which is well signposted from the station. Two train operating companies serve the station, Southern and First Great Western, with services predominately provided by Southern along its West Coastway and Arun Valley route.

4.8.4 Trains from Worthing Station run to:

- Brighton and Eastbourne in the east
- Littlehampton, Chichester, Portsmouth and Southampton in the west
- Haywards Heath, Gatwick Airport and London Victoria to the north

4.8.5 The frequency and journey times of key destinations from Worthing Rail Station are detailed in Table 4.6:

**Table 4.6: Key Rail destinations from Worthing Rail Station**

| Destination | Approximate Journey Time (in minutes) | Frequency | |
|---|---|---|---|
| | | Peak | Off Peak |
| Littlehampton | 20 | 2 per hour each way | 2 per hour each way |
| Brighton | 22 | Every 10 minutes each way | Every 10 minutes each way |
| Eastbourne | 75 | 3 per hour each way | 3 per hour each way |
| Haywards Heath | 35 | 3 per hour each way | 2 per hour each way |
| London | 70 | 3 per hour each way | 2 per hour each way |

## 4.9 PATIENT TRANSPORT

4.9.1 Worthing Hospital operates a patient transport service and there are guidelines to enable transport to be arranged for patients who have been clinically assessed as being unable to make their way to and from the hospital by either public or private transport.

## 4.10 SUMMARY

4.10.1 A review of the key characteristics of Worthing Hospital's current transport situation have highlighted a number of existing opportunities for promoting sustainable travel, these are:

- There is a high demand for cycling and walking in local area likely due to the generally flat terrain. This is served by good sized footways in the vicinity of the site as well as the South Coast Cycle Route.
- The Hospital is located with 400m of Worthing Town Centre meaning that it is easily accessible from a number of residential and other attractor location on foot or by bicycle as well as ensuring a range of local facilities in proximity to the site.
- The nearest bus stop is located in a dedicated lay-by on Lyndhurst Road on the southern boundary of the site. Four routes operate through this stop serving the local communities of Worthing, Lancing and Sompton with six services to each in the AM and PM peak hours.
- Worthing Train Station is located a ten minute walk from the Hospital making it an enticing prospect for Public Transport. Destinations served include Brighton, Eastbourne, Littlehampton, Chichester, Portsmouth, Southampton and London. Services to Brighton are every 10 minutes within the peak hours.

# 5 Proposed Toolkit of Measures

## 5.1 INTRODUCTION

5.1.1 The 'toolkit' comprises a variety of measures that will be implemented to meet the Travel Plan aims and objectives identified in Chapter 3. Whilst some measures are 'physical' in nature, others are more orientated towards management and marketing information. A combination of both approaches will contribute towards achieving a desirable modal split for journeys to and from the site and ultimately offer future employees and visitors a greater choice of sustainable travel options.

5.1.2 The following sections outline a selection of measures that will be implemented to ensure that a variety of suitable, easily accessible alternatives to single-occupancy car use are available and attractive to employees and visitors. With the proposed measures in place, the Worthing Hospital site will contribute towards national and local sustainability objectives.

5.1.3 Whilst every effort has been made to include measures suitable for the site, the initiatives provided are by no means exhaustive. Travel plans are expected to evolve in response to new travel and transport issues that may arise, and as such, future changes may require a review of current measures if the Worthing Hospital site is to remain a sustainable development in all aspects.

## 5.2 STEERING GROUP

5.2.1 The establishment of a Steering Group for the Travel Plan will be essential in ensuring the right range of measures are supported to adapt to the specifics of Worthing Hospital.

5.2.2 The Steering Group will be chaired by as senior a member of staff as possible, ideally this will be a director or member of the Trust Board. The remit of the Steering Group will be to progress the development of the plan and to ensure all relevant departments, groups and other organisations are involved where necessary. Further to this there will also be established a number of formal meetings between different departments and the Steering Group to ensure the views and ideas of the varying groups that work within the Hospital are represented.

5.2.3 In large organisations such as NHS Trusts, it can be difficult to promote a sense of ownership to a new and potentially challenging initiative such as a Travel Plan. Communicating information is key, but members of staff also need to be able to feed back their views. This can be done via the lines of information dissemination outlined in this section, such as through line management or Unions. Other mechanisms can also be used to engender staff ownership such as piloting an initiative and using focus groups.

## 5.3 ENCOURAGING SUSTAINABLE TRAVEL

5.3.1 To encourage sustainable travel amongst employees and visitors of the Worthing Hospital site, the measures used must be considered attractive and convenient. The key elements that will be used to encourage sustainable travel are detailed in the sections below.

## 5.4 PROMOTION AND MARKETING / PROVISION OF INFORMATION

5.4.1 The Travel Plan Coordinator will ensure that the sustainable travel opportunities for access to and from the site are communicated to existing and future employees of Worthing Hospital prior to commencing work at the site. To promote and market the sustainable travel opportunities and to encourage their use, it is essential that employees are provided with information on these prior to commencing work.

5.4.2 Employees will be made aware of sustainable travel opportunities through the following:

- Employee welcome packs (all current and future employees)
  - When employees receive their letter confirming employment, they will also receive a sustainable travel welcome pack. This will introduce them to the Worthing Hospital Travel Plan and include information on bus and rail timetables, cycle routes, car sharing, facilities on site including shower and changing facilities, covered cycle parking and canteen facilities. The contact details for the Worthing Hospital Travel Plan Coordinator and West Sussex County Council's Travel Plan Officer will also be provided should any additional travel information or advice be required;
- Patient booking in confirmation letters
  - When patients receive their letter confirming their operations / appointments at the hospital, a simple leaflet will be provided which will highlight the sustainable travel options available to them and their visitors, plus the cost of car parking on site (as a disincentive) to encourage sustainable travel practices
- Emails / Intranet
  - The intranet and monthly emails will be used to remind staff of the sustainable travel opportunities available to them, especially in respect of the West Sussex PCT liftshare scheme. These mediums will be used to advise staff with access to email of any changes to these services, in addition to raising awareness of upcoming travel surveys.
  - Emails will also be used to provide professional visitors, such as pharmaceutical salespersons etc with sustainable travel information to help them plan their journeys to the site.
  - Emails will be strategically timed and clearly thought out so as not to detract from the messages or result in staff ignoring communications;
  - The intranet will be used to set up an Employees Travel Forum where staff can discuss travel related issues. This will be moderated by the managers of the intranet site with specific queries collated and provided to the Travel Plan Coordinator for response. This Forum will also be used to gain feedback on the Travel Plan measures, which in turn will tie into the national NHS travel planners forum whereby the Travel Plan Coordinator can gain support and practical examples of successful measures implemented elsewhere.

- To ensure that the principles of sustainable travel are promoted to visitors and patients as much as they are to employees, the Western Sussex Hospitals website (www.westernsussexhospitals.nhs.uk) which covers Worthing Hospital has been developed to provide information on access to the site by sustainable means including, bus, walking and cycling. This provides information on timetables, routes and cycle parking facilities at the sites.

- Sustainable Travel Notice Boards
  - It is realised that some members of staff may not have access to an NHS email account and as such, notice boards will be supplied in areas of high footfall, such as the lobby to the building and within communal areas. Larger copies of the information detailed within the employee sustainable travel leaflet will be provided and updated when necessary.
  - Any current local or national sustainable travel events will also be promoted via these notice boards. Appendix A provides a calendar of national sustainable travel events to assist the Worthing Hospital Travel Plan Coordinator with making sure that this information is provided in a timely manner.
  - Information displayed via notice boards in reception areas / main entrances will also assist with promoting sustainable travel to visitors and patients.
- Integration of County Council travel plan publicity
  - When distributing information, the hospital will liaise with the County Council to ensure that any county bus maps, leaflets, timetables or other County Council material to support travel plans is included within welcome packs or on notice boards;

## 5.5 MEASURES TO PROMOTE WALKING AND CYCLING

5.5.1 A comprehensive network of advisory cycle routes exist in the vicinity of the Worthing Hospital site (as shown on Figure 2), providing access to the local area and public transport network. Future developments on site will fully consider layout and access points to ensure that access remains convenient and safe for both pedestrians and cyclists to make trips on foot and by bicycle. Measures to further promote walking and cycling journeys amongst staff and visitors include:

- Provision of Sheffield style cycle stands close to the existing cycle parking and at strategic locations in proximity to staff and visitor entrances.
  - Although Worthing Council provides no specific standards for cycle parking in relation to Hospitals, the TfL guidance on Travel Planning for hospitals suggests a provision of one space for every five members of staff and a further space for every 10 visitors. It is realised that it is hard to judge the number of visitors to a hospital and as such it is suggested that one solution would be to provide an extra 20% of spaces when current usage reached 80%. As such, constant monitoring of usage is essential to ensuring adequate supply
  - At present there are 113 cycle parking spaces provided on site, comprising a mix of staff, visitor and motorcycle provision. Current provision is well used and will be monitored through the monitoring process, discussed further in Chapter 7 and through responses provided by staff and visitors. If current provision is deemed to be inadequate then additional spaces will be provided to cater for demand.

  - A process of continual review will be undertaking through the monitoring process to ensure that provision matches / exceeds demand;
- Provision of a solar powered charging point for electric bicycles;
- Provision of a Worthing Cycle Challenge for local employers/employees. This would follow the example of the Chichester Cycle Challenge which has been extremely successful in encouraging cycling amongst local employers;
- Provision of pedestrian and cycle route maps – via welcome packs, notice boards; intra and internet sites;
- Due to the proximity of the site to neighbouring residential areas a walking buddies scheme would be easy to instigate and provide for a fun and social way of introducing new walkers to the potential local routes available to them;
- Umbrella pool at staff entrances (or within communal staff areas if no dedicated staff entrance);
  - For instances where the weather changes adversely to enable return journey home on foot
- Discounts on outdoor clothing to aid walking and cycling in inclement weather. The NHS already operates a discount clothing scheme set up through www.nhsdiscounts.com. This allows NHS employees to print out vouchers from participating retailers and spend in store. The vouchers vary according to the store and available offers at that time but on average are in the region of a 25% discount from many clothing retailers.
- A free cycle training event will be offered once a year for new staff, in association with 'Bike for Life' training providers who currently work with Brighton and Hove NHS Trust.
  - The frequency of this event is considered to be sufficient to capture new staff and given that the training predominantly focuses on road safety, when the Worthing Hospital site is surrounded by an excellent network of off road cycle routes.
  - The annual cycle training events will be planned to coincide with the cycle to work scheme, to aid with the promotion of this tax efficient opportunity.
- Review the existing supply of male and female shower and changing facilities and expand accordingly; and
- Tax efficient cycle purchase scheme
- The hospital will introduce a private mileage rate for employees using their own bicycle on business journeys.

5.5.2 In addition to the measures detailed above, employees will be canvassed as part of the first travel survey to determine potential demand for a pool bike system, where possibly a hospital owned bike could be booked by a member of staff for local out patient visits. If there is sufficient demand, the Travel Plan Coordinator will seek to implement such a scheme. Worthing Hospital will purchase an appropriate number of bikes, in relation to demand, which will be stored in a secure location and booked for use by employees.

5.5.3 Worthing Hospital will also issue a guidance note which must be signed by all employees registered to the scheme which will cover issues such as health and safety, bike maintenance and insurance. Regardless of this potential future measure, all employees are eligible to take part in the cycle purchase scheme detailed above.

## 5.6 MEASURES TO PROMOTE PUBLIC TRANSPORT USE

5.6.1 Staff will be provided with timetable, route and fares information for local bus and rail services to ensure they are able to consider this mode of travel for journeys to and from work. This information will be distributed within the staff welcome packs, patient booking in confirmation letters, on the Sustainable Travel notice boards and on intra and internet sites. In this way, visitors and patients will also be fully informed of the public transport opportunities on offer.

5.6.2 The Trust will also discuss with local bus operators the potential for securing a discount on the purchase of monthly bus tickets by staff. This will make monthly bus travel even cheaper for staff based at Worthing Hospital and will encourage greater patronage of bus services for journeys to and from work. The Travel Plan Coordinator will work with local bus operators to secure a discounted ticket offer.

## 5.7 MEASURES TO PROMOTE EFFICIENT CAR USE

5.7.1 To ensure the most efficient use of cars that do travel to and from the site, staff will be encouraged to car share wherever possible. This will help to reduce the overall number of car journeys being made in the first instance, whilst encouraging a pattern of more efficient car use amongst staff. The www.liftshare.com website to which the West Sussex PCT has registered, will be promoted to all staff through emails, staff welcome packs and notice boards.

5.7.2 The benefits of using the West Sussex PCT liftshare scheme will be promoted to staff via the staff welcome packs, the sustainable travel notice board, emails and the intranet. This will open up a much wider pool of potential car sharers for staff at Worthing Hospital. Further to this a 'Guaranteed Ride Home' scheme will be implemented whereby the Trust covers the cost of any taxi fare for sharers whose drivers need to go home unexpectedly. Appendix B provides a breakdown of the responsibilities of both the Trust and the staff member seeking a guaranteed ride home.

5.7.3 Opportunities will be identified to reduce the carbon footprint of the fleet vehicles operated by the hospital. A vehicle fleet procurement strategy will be established which will include an approach whereby low emission vehicles will gradually be phased in to the Trust car fleet, where opportunities allow.

5.7.4 To complement the countywide charging network that is currently being developed, the Trust will install one electric vehicle charging point. This will encourage the use of low emission vehicles to and from the site.

5.7.5 A 'Car Parking Management Scheme' will be implemented. This will be informed by surveys undertaken to understand the existing demand for parking and parking availability, as well as the duration of stay and occupancy surveys. Possible measures to reduce current parking problems include:

- Allocation of staff only parking areas which do not discriminate on seniority but instead are based on necessity of use;
- Reserved parking spaces for car sharers; and

- Liaison with local residents and Authorities to clamp down on illegal off-site parking associated with the Hospital.

5.7.6 The proposed Car Parking Management Strategy for the hospital is discussed in detail in Chapter 6.

## 5.8 SMARTER WORKING PRACTICES

5.8.1 The site-wide Travel Plan will promote the benefits of smarter working practices; this will include allowing learning to be taken via in house 'e-learning' means as well as presentations by pharmaceutical companies to be made remotely. The Travel Plan will also encourage the occupier to consider introducing more flexible working hours, where possible, to support those who may walk, cycle or use local public transport to access the site and require longer getting to work, but these opportunities are likely to be limited to non-medical staff.

5.8.2 A significant reduction in the amount of peak hour travel can be achieved by the implementation of flexible working practices as well as the potential for changes to visiting hours to encourage visitors to come outside of the peak hours.

## 5.9 SUMMARY

5.9.1 Table 5.1 below provides a summary of the measures that will be implemented by Worthing Hospital to work towards achieving the aims and objectives defined in Chapter 3. Appendix D provides an indication of the associated implementation costs. This excludes the monitoring and management process which is discussed further in Chapter 7, but includes an indication of who the measures are aimed at, i.e. staff, visitors / patients, or both and an indication of how these measures will help to deliver the objectives of the Travel Plan. For ease of reference, the objectives of the plan are repeated below:

1. Ensure that all staff, patients and visitors are made aware of the Travel Plan;
2. Promote public transport, walking and cycling as the primary modes of travel for employees, patients (where suitable) and visitors to the site;
3. Promote car sharing amongst employees;
4. Promote Smarter Choices working practices;
5. Reduce vehicle emissions through the take up of alternative transport modes;
6. Promote walking and cycling as options for a healthier lifestyle;
7. Provide facilities for cyclists, including cycle parking; and
8. Maintain the direction and progress in travel planning through continued management and review.

**Table 5.1: Measures for the Travel Plan**

| ACTION | NOTES | Staff | Patient / Visitor | Travel Plan Objective Supported |
|---|---|---|---|---|
| INFORMATION PROVISION | | | | |
| Prepare promotional material for staff welcome packs / patient confirmation letters / notice board / intra and internet / email | Travel Plan Coordinator to oversee preparation of promotional material and production of staff welcome packs. | ✓ | | 1,2,3,4,6 |
| | Welcome Packs to be sent to all employees | ✓ | | 1 |
| Use of Hospital Radio to promote current Travel Plan initiatives | | ✓ | ✓ | 1,2 |
| PROMOTION OF WALKING & CYCLING | | | | |
| Secure Cycle Parking | Monitoring of demand for existing spaces and extra provision when required | ✓ | ✓ | 6,7 |
| Shower & changing facilities | Existing facilities will be reviewed and adapted where appropriate. | ✓ | | 6,7 |
| Provide umbrella pool | | ✓ | | 1,5 |
| Provide cycle training event once a year to new starters | In association with 'Bike for Life' | ✓ | | 5,6 |
| Promote tax efficient cycle purchase scheme | Will need to be marketed via the staff welcome packs and sustainable travel notice boards | ✓ | | 5,6 |
| Provide pedestrian and cycle route maps | Included within the Information Provision measure above | ✓ | ✓ | 2,5,6 |
| Walking 'Buddies' | Pair experienced walkers up with novices to learn local routes | ✓ | | |
| PUBLIC TRANSPORT | | | | |
| Provide bus and rail timetables / fares information | Included within the Information Provision measure above | ✓ | ✓ | 2,5 |
| Negotiate discounts for staff bus travel with local operators | | ✓ | | 2,5 |
| CAR SHARING | | | | |
| Promote West Sussex PCT Liftshare Scheme and www.liftshare.com | Included within the Information Provision measure above | ✓ | | 3 |
| WORKING PRACTICES | | | | |
| Shift Patterns / videoconferencing / centralised travel booking | Shift patterns already approved / Videoconferencing and centralised travel booking to be promoted by Travel Plan Coordinator | ✓ | | 4 |
| Changes to visitor hours to promote travel outside of peak periods | | | ✓ | 4 |

# 6 Car Parking Management Strategy

## 6.1 INTRODUCTION

6.1.1 A Car Parking Management Strategy is essential to help manage and monitor car parking at Worthing Hospital. To alleviate current issues associated with excess demand and to accommodate the new proposals.

6.1.2 The most effective parking management strategies incorporate parking restraint, financial incentives and financial disincentives which may involve the introduction of car parking charges. Indeed there is no logical reason why parking should be free as it costs money to provide and maintain, encourages car travel on overcrowded roads at peak times and sends the wrong signal in a Travel Plan designed to minimise car use. Indeed, research and experience show the hospital Travel Plans with parking restraint and charges are very effective, so long as they accompanied by an attractive package of benefits and staff are involved in the decision process.

6.1.3 The keys to providing a successful parking management scheme are as follows:

- Equitable – It should be applied to all staff and to all parking spaces.
- Effective – It needs to provide parking for those with no alternative but to drive.
- Efficient – It needs to ensure there is no parking congestion and that staff are clear on the availability of parking, enabling them to arrive on time.
- Enforceable – The strategy needs to be enforced and have a robust appeals system.

## 6.2 MANAGEMENT OF CAR PARKING STRATEGY

6.2.1 As detailed in Chapter 5 it is for the Travel Plan Steering Group to decide which measures are appropriate for Worthing Hospital and for the Travel Plan Coordinator to enable their implementation. This ensures transparency exists as to who has recommended these actions and a clear line for both recourse and suggestions exists. As such the measures below are examples from numerous NHS Trusts of good practice regarding car parking management and it would be expected that a significant number of these were to be included within the final proposals for Worthing Hospital.

## 6.3 PROPOSED MEASURES

6.3.1 The Car Parking Management Strategy could include a variety of measures which can be included as and when required by the Trust. The measures can be seen as a menu from which different elements can be selected in a phased programme of implementation. It is envisaged that measures can be adopted in relation to:

- Permits and charges; and
- Management of car parking spaces.

### PERMITS AND CHARGES

6.3.2 Implementation of a rigorous 'needs-based' parking permit allocation would ensure that those who genuinely needed to drive had the ability to do so while working within the resources available, in line with the British Parking Associations Charter for Hospital Parking. Determining which members of staff are eligible for a permit would be decided by the Travel Plan Steering Group and charges would be decided according to need and means, some typical groups who may be eligible for a permit include;

- Clinical needs
- Disabled
- Cross site working

6.3.3 Key characteristics of this approach could include:

- The cost of the car parking permit should be proportional to income, thereby not prejudicing lower paid members of staff or volunteers, in specific circumstances permits should be awarded for free. Indeed those staff who qualify for a permit but choose to forego it should be rewarded.
- No permits should be permitted for staff living within 2km of the Hospital or indeed close to one of the bus services which serve the Hospital, exemptions would be made in extreme circumstances.
- A daily charge is preferable to an annual one as its does not discriminate against those on lower wages but actually consistently brings home the cost of parking.
- Necessary to tie into other Travel Planning measures such as the promotion of the car sharing scheme by ensuring a significant number of spaces are set aside for the exclusive use of sharers. To ensure awareness and interest in the car sharing scheme is maintained introduce incentive schemes such as a monthly prize draw and provide workshops on the benefits of car sharing. The Hospital will explore the option for working with the County Council to introduce a Commuter Challenge to encourage use of sustainable modes for travel to work.

6.3.4 The Hospital Trust will publicise to patients who are eligible, the Healthcare Travel Costs Scheme, and encourage them to claim back their charges. The Healthcare Travel Costs Scheme entitles patients who are getting certain benefits, or who are on a low income, to reclaim travel expenses when receiving medical treatment. Full guidance on the scheme is available at www.dh.gov.uk.

### PARKING SPACE MANAGEMENT

6.3.5 To ensure that the maximum utilisation is achieved from all parking spaces it is essential to maintain a suitable mix between those spaces designated for staff and those for patients and visitors and ensure that these delineations are maintained and highly accessible spaces are divided between the two groups.

6.3.6 The Steering Group should ensure that a number of spaces close to departments are set aside for patients, particularly blue badge carriers, as often staff that arrive earlier fill all of the most accessible spaces.

6.3.7 Visitors should be encouraged to come outside of peak hours and a way of achieving this would be through varying parking charges accordingly. A sympathetic approach should be taken with those whose need to be at the hospital is acute. As such parents with children in intensive care, those receiving regular treatment and relatives' of critically ill patients should have their parking charges waived or at least reduced.

## 6.4 ENFORCEMENT

6.4.1 The Trust will decide whether it is feasible for parking management to be undertaken in-house or whether an external management company should be brought in. This decision should take account of whether ample resources exist to provide a rapid enforcement and appeals process, essential in maintaining confidence in the scheme.

6.4.2 The introduction of CCTV within the car park will ensure that any infringements can be noted as well as ensuring they all conform to Secure Car Parking Standards www.securedcarparks.com.

6.4.3 The Trust and Travel Plan Coordinator will liaise with WBC to ensure that the implementation of the parking management scheme does not have an adverse impact regarding illegal parking in nearby streets. Liaison with WBC parking enforcement officers in providing details of repeat offenders will ensure the culprits are dealt with appropriately.

6.4.4 Furthermore, the Trust and Travel Plan Coordinator will liaise with Human Resources to ensure that the culture of car parking rights is broken at the interview stage, and the Travel Plan explained, prior to the appointment of any staff member.

## 6.5 SUMMARY

6.5.1 The Car Parking Management Strategy will ensure that the reduced resources that will be available at the Hospital following redevelopment proposals will be optimised to ensure this does not correspond to conflict and illegal parking practices.

6.5.2 By managing parking demand this will not only ensure the effective management of the Worthing Hospital Car Park, but will improve traffic conditions during peak periods on the local highway network.

6.5.3 The Travel Plan Steering Group and Travel Plan Coordinator will determine the most appropriate strategies to implement at the site and update the Travel Plan document accordingly.

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# 7 Implementation, Management and Funding

## 7.1 INTRODUCTION

7.1.1 This section sets out a plan for the implementation of the Travel Plan measures detailed in the previous chapter. The implementation plan will ensure the effective delivery of the Travel Plan measures. The councils referred to in this chapter are Worthing Borough Council (WBC) and West Sussex County Council (WSCC).

## 7.2 IMPLEMENTATION OF MEASURES

7.2.1 Worthing Hospital will be responsible for implementing the measures set out within this Travel Plan and highlighted below in Table 7.1. The measures will be agreed by the steering group outlined in Chapter 7 above and implemented by the Travel Plan Coordinator who will continue to oversee and monitor the progress of the Worthing Hospital Travel Plan.

7.2.2 As with all plans and associated measures it is necessary to set out a timescale for implementation and review of measures. Table 7.1 below provides the Action Plan for the initiatives and timescales for strategic reviews. This programme will be updated to reflect any changes that are made in the review process.

**Table 7.1: Action Plan of Measures**

| Time scale | Travel Plan Measure | Resources | Responsi-bility |
|---|---|---|---|
| Construction Phase | ■ Appoint Travel Plan Coordinator and provide details to WSCC<br>■ Set up Travel Plan Steering Group<br>■ Determine appropriate Car Parking Management Strategy<br>■ Determine if gap between demand and provision of cycle parking and provide extra spaces if required – secure and covered in an area close to main entrances<br>■ Provide / update shower and changing facilities for staff on site<br>■ Set up Sustainable Travel Notice Boards for up-to-date public transport information and information on the travel plan in main entrances, receptions and areas of high footfall for staff, patients and visitors<br>■ Ensure that intra and internet sites contain the most up to date travel information and that this information can be obviously accessed from 'Home pages' | Funding by West Sussex PCT<br>Notice Boards<br>Cycle Parking<br>Showers & changing facilities | Western Sussex Hospitals NHS Trust |
| | ■ Development and compilation of information for inclusion in the Staff Welcome Packs, Patient confirmation letters, Sustainable Travel Notice Boards and the intra and internet sites. | Funding by Western Sussex Hospitals NHS Trust<br>Staff home postcodes<br>Up to date travel and transport information | Travel Plan Coordinator |

| Time scale | Travel Plan Measure | Resources | Responsi-bility |
|---|---|---|---|
| On completion of construction phases | ▪ Distribute Staff Welcome Packs to new and existing employees<br>- existing employees can receive packs as soon as they have been produced, in line with a high profile marketing campaign, and need not wait until construction of new aspects of the site have been complete<br>▪ Include sustainable travel leaflets in patient confirmation letters (can undertake this immediately)<br>▪ Promote Western Sussex Hospitals NHS Trust car sharing scheme;<br>▪ Ensure notice board and intra/internet contains all current public transport information and information on car-sharing schemes / staff minibus<br>▪ Introduce Employee Travel Surveys via high profile campaign –posters/newsletter etc.<br>▪ Negotiate staff travel discount with local bus operators<br>▪ Set up Employee Travel Forum | | Travel Plan Coordinator |
| 6 months from completion of construction | ▪ Employee and visitor Travel Surveys to be undertaken 6 months following implementation of the Travel Plan (See Appendix C for example Employee Travel Survey);<br>▪ Analyse employee and visitor travel surveys; agree SMART targets with WSCC; update Travel Plan as appropriate and re-submit to WSCC;<br>▪ Review Car Park Management Strategies in regards to success in optimising car park usage (i.e. right mix of staff and visitor parking) | Surveys to be produced and agreed with WSCC | Travel Plan Coordinator with support from WSCC |
| Thereafter and On-going | ▪ Repeat travel surveys at same time of year to review progress and effectiveness of existing measures; discuss findings; agree actions if required<br>▪ At Year 6, findings reported to WSCC. At this point, the way forward for the Travel Plan and requirements for continued monitoring will be agreed. | | |
| | ▪ Car parking management and review of cycle parking provision<br>▪ Bi-annual Steering Group meetings and feedback from Travel Plan Coordinator – will include discussion on any interim measures that could be introduced | | |

## 7.3 TRAVEL PLAN MANAGEMENT STRUCTURE

7.3.1 To enable the success of the Travel Plan, a Steering Group will be set up to determine the appropriate course of action particularly in relation to travel planning measures, it will then be the responsibility of the Travel Plan Coordinator to implement these measures as well as undertaking ongoing monitoring and surveys with support from West Sussex County Council.

7.3.2 However, although it is the ultimate responsibility of the Travel Plan Coordinator to ensure the implementation of measures and ultimately the success of the Travel Plan, agreement has to be made with the Trust Board or other suitable senior management to ensure their agreement and availability of necessary resources to implement the necessary measures. Furthermore the creation of a Steering Group, comprising individuals from numerous departments will be fundamental in ensuring that the needs of all are matched and appropriate and practical measures are implemented.

7.3.3 Future strategies for delivering plan objectives will be considered in partnership between the Travel Plan Coordinator and WSCC.

### TRAVEL PLAN COORDINATOR (TPC)

7.3.4 The day to day responsibility for the implementation of the Worthing Hospital Travel Plan lies with Worthing Hospital and a member of staff will be appointed as Travel Plan Coordinator.

7.3.5 The Travel Plan Coordinator has responsibility for:

- Being the main contact for the Worthing Hospital Travel Plan for staff, patients, visitors and local authority officers;
- The day to day management of the Travel Plan, including delivery of measures and marketing initiatives;
- Offering advice and information on travel and transport-related subjects to Worthing Hospital staff, patients and visitors;
- Ensuring travel information available is always up to date;
- Obtaining and maintaining support from senior managers and staff; and
- Undertaking travel plan monitoring and supplying evidence of this to WBC and WSCC.

7.3.6 The TPC will report to senior management within Worthing Hospital on the progress of introducing measures through the Travel Plan and on progress against targets. This will occur through Bi-annual Steering Group meetings. Results will also be disseminated to staff, patients, visitors, WBC and WSCC.

## 7.4 SUMMARY

7.4.1 This section has explored the issues surrounding management and implementation of the Worthing Hospital Travel Plan. The next chapter analyses the monitoring and review mechanisms required to ensure the continued effectiveness of the Travel Plan.

# 8 Targets and Monitoring

## 8.1 INTRODUCTION

8.1.1 This section details the site specific targets and a clear programme for monitoring of the Travel Plan. This will be important in understanding the changing nature of employee's travel habits and the effectiveness of toolkit measures.

## 8.2 TARGETS

8.2.1 Setting targets is essential to provide a purpose and focus for the Travel Plan. Targets should be SMART (Smart, Measurable, Achievable, Realistic and Timely). To ensure that the targets set for this Travel Plan are SMART, they will be fully reviewed following the first set of employee and visitor travel surveys and in comparison with information from the TRICS database. This will be undertaken within six months following approval of the Travel Plan by WBC/WSCC. This will ensure that a sound understanding of baseline travel habits is understood from which to base future targets and need for additional / alternative measures.

### ACTION TARGETS

8.2.2 The Action Targets for the Travel Plan are detailed below:

- Seek approval of this Travel Plan by WBC and WSCC;
- Appoint Travel Plan Coordinator and provide contact details to WBC and WSCC;
- Set up a Steering Group (may include WBC and/or WSCC);
- Determine Car Parking Management Strategy;
- Undertake employee and visitor travel surveys within six months from approval of the Travel Plan by WBC/WSCC;
- Analyse results of survey, and comparison with data from comparable hospital sites within TRICS and liaise with WBC/WSCC to ensure preliminary targets are SMART; and
- Undertake continued monitoring (defined in Section 8.3) to work towards achieving the SMART targets.

### OUTCOME TARGETS

8.2.3 It is important to establish outcome related targets that will demonstrate the success of the Travel Plan in achieving reductions in car-based trips to and from the hospital by both staff and visitors.

8.2.4 As this hospital is an existing site, it is proposed to undertake a staff and visitor travel survey to determine the existing travel patterns. In agreement with WSCC, the Trust will also examine comparable data from the TRICS database for hospital sites to ascertain that the baseline modal split is typical for a hospital site of this nature. A comparison in this way would indicate whether the existing site is generating more or less movements compared with similar TRICS sites, and therefore it will be possible to confirm the outcome vehicle trip reduction target is both both challenging yet realistic.

8.2.5 This information, once collected and analysed, will provide a baseline modal split for journeys to and from the hospital site and allow a vehicle trip reduction target to be derived.

8.2.6 However, in agreement with WSCC, the Trust agrees to adopt a 15% vehicle trip reduction target (against the baseline) as an interim outcome target for this Travel Plan. This headline target will be achieved over a five year period; thereby representing a 3% annual reduction in vehicle trips to and from the hospital site between2011-2016.

## 8.3 TRAVEL PLAN MONITORING

8.3.1 Monitoring of the targets within the Travel Plan will be undertaken on every other year from the first monitoring event to ensure progress is being achieved. The timescales for monitoring are set out below in Table 8.2.

8.3.2 Development Travel Plans will be monitored according to the TRICS Standard Assessment Methodology for Travel Plans (TRICS SAM). On-going monitoring will also be required to monitor such issues as car parking, cycle parking demand and need for a bicycle pool scheme. These issues will be reported bi-annually to the Steering Group.

8.3.3 Information gathered by the Travel Plan Coordinator as part of the continuous monitoring process will be made available to both WBC and WSCC.

**Table 8.2: Worthing Hospital Travel Plan Monitoring Timetable**

| YEAR | NOTES |
|---|---|
| **1 (**2011) | Baseline survey: within six months from approval of the Travel Plan<br>Agreement of SMART vehicle trip reduction target with WSCC |
| **2** (2012) | To be undertaken one year from the date of the Year 1 survey |
| **3** (2013) | Surveys at Years 3, 4, 5, and 6 to be undertaken at the same time of year as previous surveys |
| **4 (**2014) | |
| **5** (2015) | |
| **6** (2016) | |
| **On-going** | Monitoring of on and off-site hospital car parking, cycle parking provision and demand, demand for a bicycle pool system and ongoing monitoring of feedback from staff, visitors and employees. The bi-annual Steering Group meetings will provide the mechanism to feedback any issues associated with this monitoring and allow the ability to introduce any measures outside of the main monitoring process. |

8.3.4 Staff and visitor travel surveys will be undertaken to provide a regular snapshot of staff commuting and business travel patterns and visitor travel habits. Demand for the cycle parking stands will also be reviewed to ensure that sufficient provision is made. In addition, the use of the vehicle parking spaces will be monitored to ensure that illegal parking is not occurring as a result of the management scheme. This information will be central to establishing how effective the measures have been in meeting the objectives and targets of the Travel Plan.

8.3.5 Once it has been determined whether the car park will be monitored by internal or external services, the process for determining the success of the strategy can be fully established. However, it is apparent that any monitoring will be based on assessing whether the right combination of staff and visitor parking and indeed locations have been achieved. It is essential to ensure that an overprovision of either is avoided to prevent the likelihood of illegal parking.

8.3.6 An example travel survey taken from the Queen Margaret Hospital, Fife is provided as Appendix C. The Travel Plan Coordinator will liaise with WSCC prior to finalising a staff travel survey and a visitor travel survey specific to the Worthing Hospital site. The surveys will then be set up electronically and an email link sent to all Worthing Hospital Employees. Employees will be given three weeks to respond, following this it will be the role of the Travel Plan Coordinator to analyse the results. Visitors will be handed surveys on arrival at the hospital and given the opportunity to hand in the surveys prior to departure, or to return via a freepost address.

8.3.7 The Travel Plan Coordinator will be responsible for ensuring that this process is undertaken, with support from WSCC, and for collating and analysing the results. Evidence of this review will be sent to WSCC's Workplace Travel Plan Team within two months of each survey having been undertaken.

## 8.4 RECOVERY MEASURES

8.4.1 The measures outlined in this Travel Plan are designed to promote the use of a wide range of potential alternatives to driving to Worthing Hospital.

8.4.2 Where progress against the outcome target is not clearly met a continuation of the monitoring process will be extended beyond Year 6. This continuation of the monitoring process will be funded by the Trust.

8.4.3 Monitoring staff travel patterns over time may result in the need for additional, higher cost measures to be introduced to ensure the modal share target is reached. One such example is the use of shuttle minibus services to provide access for clusters of hospital staff living in certain areas where existing public transport is less accessible, or car sharing opportunities have not been possible. Analysis of the annual travel surveys will provide information on the viability and potential effectiveness of this measure.

8.4.4 A second opportunity would be to offer a more direct Personal Travel Planning service to hospital staff. The Travel Plan Coordinator could make contact with staff via email or telephone and arrange a meeting with them individually over a period of time to discuss their current travel to work arrangements.

8.4.5 Where the employee appears reliant on travelling by car, or is unaware of the alternative transport options, the Travel Plan Coordinator will offer them a personal journey plan for their journey to work. Should public transport, walking or cycling not be considered viable options, the employee will be given further information about car sharing opportunities – either informal arrangements with work colleagues or through a registered online car sharing service.

8.4.6 Furthermore, a similar service could be offered to patients who have forthcoming appointments at the hospital, and who would like the Travel Plan Coordinator to provide them with individually tailored travel information.

8.4.7 The Travel Plan Coordinator and the Trust will therefore consider funding and introducing these higher cost recovery measures where demand is clear, and where they can represent a cost efficient means of re-establishing progress against the Travel Plan objectives and outcome trip reduction target.

## 8.5 SUMMARY

8.5.1 The outcome mode share targets will be fully reviewed following the initial employee and visitor travel survey, which will be undertaken six months following implementation of the Travel Plan, to ensure that they are SMART. This is because in the absence of any actual travel behaviour data for Worthing Hospital at this location, the Census 2001 journey to work data for the Selden Ward has been used as a proxy.

8.5.2 Following this, progress towards these targets will be monitored every other year from the date of the Year 1 survey.

8.5.3 Annual reviews will be provided to WSCC within two months of each review. The Travel Plan Coordinator is responsible for ensuring that this process is undertaken in a timely manner and support will be provided by WSCC.

# 9 Summary and Conclusions

## 9.1 THE WORTHING HOSPITAL STAFF AND VISITOR TRAVEL PLAN

9.1.1 Worthing Hospital is committed to promoting and encouraging employees and visitors to travel sustainably to and from the Hospital Site.

9.1.2 With respect to both national and local policy guidance and best practice, the headline aim for the Travel Plan is to:

- To provide a tool for the provision of appropriate sustainable travel measures for both staff and visitors of Worthing Hospital
  - *To promote and encourage the use of alternative, more sustainable modes of transport and working practices amongst employees and visitors to reduce $CO_2$ emissions caused by the operation of the hospital*

9.1.3 The measures for encouraging sustainable travel that will be implemented are detailed below:

- Appointment of a Travel Plan Steering Group and Travel Plan Coordinator to oversee the implementation and ongoing management and monitoring of travel behaviour to and from the hospital;
- Provision of information – All employees will be given Welcome Packs and information sustainable travel information including pedestrian and cycle route maps and bus and rail timetables will be disseminated via sustainable travel notice boards, monthly emails and on the company intranet;
- Visitors will be made aware of sustainable travel opportunities through information displayed on the Sustainable Travel notice board in the reception to the building and through leaflets provided to patients through their confirmation letters;
- Car Parking Management Strategy – The strategy will ensure that the optimum use of the available resources is achieved. Measures to be implemented as part of the Management Strategy will be decided by the Steering Group and TPC but the overriding aim of these will be to ensure that those who genuinely need to drive are able while ensuring suitable alternatives are found for those who do not.
- Promoting walking and cycling by providing facilities on site to support travel to work by these modes. Including shower and changing facilities and 20 covered Sheffield style cycle stands close to the main entrance. Furthermore, Worthing Hospital will offer a tax efficient cycle purchase scheme.
- Car sharing –informal car sharing among employees will be promoted in association with the West Sussex PCT 'Liftshare' Scheme; and
- Promoting sustainable working practices including videoconferencing and centralising business travel booking.

9.1.4 These measures are in addition to existing opportunities for sustainable travel which are detailed in Chapter 4 of this Travel Plan and include:

- Up to 34 rail services per hour throughout the day to various locations and settlements from which many staff , patients and visitors may commute;
- An excellent network of advisory cycle routes connecting the Hospital Site with Worthing town centre and bus and rail stations; and

- A range of bus services operating in the vicinity of the Hospital providing access between Worthing bus and rail stations and the wider area.

## 9.2 IMPLEMENTATION AND MANAGEMENT

9.2.1 Chapter 7 details the importance of an Action Plan for implementation of the Travel Plan in addition to a clear management structure. Without a clearly defined management process it is unlikely that benefits will be derived from the Travel Plan.

9.2.2 A Travel Plan Steering Group comprising senior management and representatives from WBC and/or WSCC and a Travel Plan Coordinator (TPC) will be identified to oversee the implementation and ongoing management of the plan. The TPC is responsible for the daily management of the plan and will work closely with WBC and WSCC to ensure the effective implementation of the plan.

## 9.3 MONITORING AND TARGETS

9.3.1 Chapter 8 sets out initial Action Targets and monitoring process for the Travel Plan. SMART targets will be set in consultation with WSCC following the initial staff and visitor travel surveys which will be undertaken six months from the date of implementation of the plan.

9.3.2 Monitoring will enable the measurement of travel patterns over time and will illustrate positive trends away from the private car for journeys to and from the Hospital site.

9.3.3 The Travel Plan Coordinator is responsible for undertaking the monitoring process with support provided by WSCC.

Appendices, Figures & Tables

# Appendix A Calendar of Sustainable Travel Events

# Appendix A - Travel Awareness Events

## INTRODUCTION

The following is a list of travel awareness events, organised nationally and internationally that promote sustainable travel amongst organisations and communities. Many of the events are run annually, and therefore the Travel Plan Coordinator for Worthing Hospital may wish to raise awareness of these events within the community, to promote sustainable travel to residents and visitors as part of the travel plan.

### Urban Green Days

This is a Europe-wide initiative involving local government organisations in area wide promotion and initiatives to inspire participants to improve the environment's quality by implementing changes in behaviour (including travel behaviour), and providing information and exchange opportunities about current and future environmental work of local governments.

www.urbangreendays.org

### World Environment Day

World Environment Day, commemorated each year on 5 June, is one of the principal vehicles through which the United Nations stimulates worldwide awareness of the environment and enhances political attention and action.

The day's agenda is to give a human face to environmental issues; empower people to become active agents of sustainable and equitable development; promote an understanding that communities are pivotal to changing attitudes towards environmental issues; and advocate partnership, which will ensure all nations and peoples enjoy a safer and more prosperous future. World Environment Day is a people's event with colourful activities such as street rallies, bicycle parades, green concerts, essays and poster competitions in schools, tree planting, as well as recycling and clean-up campaigns.

http://www.unep.org/wed/2007/english/About_WED_2007/index.asp

www.environment-agency.gov.uk/wed/

### Green Transport Week

A week of events around Britain designed to highlight real alternatives to the car for every day journeys. Local projects are encouraged and supported!

www.eta.co.uk

### National Lift Share Day

The National Lift Share Day is about increasing awareness about lift sharing and car sharing schemes and encouraging people to see if they can benefit themselves and the environment by sharing a car. The day highlights the environmental and personal cost benefits of car sharing and raises awareness among members of the public of the savings they can make by sharing their car/fuel costs.

www.liftshare.com

**Bike Week**

Bike Week – incorporating Bike2Work – is the UK's nationwide co-ordinated annual promotion of ALL kinds of cycling. The target is for 1,500 events to attract 200,000 participants. New event organisers will be warmly welcomed! All registered events will be promoted on this website and with co-ordinated PR.

www.bikeweek.org.uk

**Breathe Easy Awareness Week**

The British Lung Foundation organises the 'Breathe Easy Week', which aims to raise awareness of respiratory diseases and highlight areas where services need to be developed. During this time, several companies around the UK organise mass rides into the workplace to demonstrate how motorcycles, scooters and mopeds are an alternative commuter transport mode that helps to reduce traffic congestion.

www.britishlungfoundation.org.uk/campaigning.asp

**Ride to Work Day (powered two-wheeled vehicles)**

Ride to Work Day is a day for all bike and scooter users to get out and about on their bikes and ride to work, ideally with a pillion. It is also the time to invite a friend or colleague to get on the back and join you so they can experience the convenience, thrills and fun.

The MCI (Motor Cycle Industry) produces an event pack to get people active and do something that will generate beneficial media coverage about life on two wheels. Organising a ride-out, a breakfast or BBQ, a charity event or an open day are just a few of the suggestions.

http://www.mcia.co.uk/S_Public/SContent.asp?sc=X3

**In Town without my Car**

Established event whereby each year, town centre streets across Europe close to traffic, and open up solely for people to enjoy walking and cycling

http://www.dft.gov.uk

# Appendix B Guaranteed Ride Home - Details

**Workplace Travel Plans**

**Guaranteed Ride Home**

A guaranteed ride home scheme can be offered to provide a comforting 'safety net' for members of staff who chose to walk, cycle, car share or use public transport as a means of getting to work.

The scheme offers staff that have made a commitment to using alternative modes of travel to private car use, the ability to get home in the event of a home or family emergency occurring during working hours, or illness or a sudden change in the work schedule of either the car driver or passenger in a car sharing scenario.

Under a guaranteed ride home scheme, if a committed member of staff (to alternative modes) has to leave at an unexpected time and no practical alternative route home is available, the organisation will pay for transport from the workplace to the employees home.

Organisations with company or essential car users among the managers and staff may simply arrange to run people home as needed. Others prefer to establish an account with a local taxi firm guaranteeing staff a ride home.

The DfT document 'Making Smarter Choices Work' states that experience from employers who offer the guaranteed ride home shows that although it may sound expensive, it is rarely taken up or abused. The main purpose of the scheme is to provide reassurance and an added incentive for staff to travel using modes other than the private car.

Several organisations chose to set down conditions of the guaranteed ride home to ensure that the scheme is not abused. Examples of such conditions are provided below:

- **To use the 'Guaranteed Ride Home' Scheme the following conditions must be met:**
    - You must have a valid reason for using the scheme. Valid reasons include the following:
        - A home emergency (reported burglary, fire, flood etc) requiring your immediate attendance
        - Personal illness or illness/injury of an immediate family member requiring your immediate attendance
        - An unforeseen work reason (certified by your line manager) which means you cannot leave work at your normal time
        - The unavailability of the driver (in a car share scenario) for any of the above reasons at or within 30 minutes of the normal return home time
        - The breakdown of or accident damage to the shared vehicle that renders it unavailable for use at or within 30 minutes of the normal return home time

- **The procedure if your Car Sharing Scheme driver is unable to get you home is as follows:**
    - Check with any other sharing partners what, if any, arrangements they are making to get home – you may be able to share their lift. If not;
    - Find out what time you could get home using public transport. You can obtain this information from www.traveline.org.uk.
    - Contact the site Travel Plan Co-ordinator – they will either arrange a lift, advise you to use public transport, or advise you to arrange a taxi.
    - Obtain and retain a receipt for public transport and/or taxi fares and reclaim the cost on expenses.

- **Circumstances in which passenger sharers may NOT use the Scheme include, but are not limited to, the following:**
    - previously scheduled medical appointments
    - personal errands
    - working late other than at the manager's request
    - business journeys
    - early office closure, for example due to extreme weather conditions, or building evacuation. In these circumstances it is expected that the driver and any other sharers will all leave at the same time and, therefore, can still share.

# Appendix C Example Employee Survey (NHS Fife)

## Queen Margaret Staff Travel Survey

### *Why are we doing a travel survey?*

NHS Fife is working to improve the working environment and facilities for staff at their place of work. As part of our commitment the following survey has been compiled to assist in assessing the needs and requirements of staff for their journeys both to and from work and journeys undertaken for business purposes.

It is important that you take time to complete the survey so that we are well informed to judge any improvements that can be made to support you in your travel arrangements. In addition, data collected will inform further discussions with staff representatives regarding specific issues.

The survey should take **no longer than 10 minutes** to complete and should be **returned by Friday 4th July** 2008 via the internal mail to Travel Plan Co-ordinator, Cameron House, Windygates.

The results of this survey will be made available on the Intranet and "Staff 'n' Nonsense!"

**Online survey available**
An online version of this survey is available on the NHS Fife staff Intranet.

If you have already completed this survey online please do not complete and return this paper copy.

**DATA PROTECTION STATEMENT**
The information you have provided will be used by NHS Fife (the "data controller" for the purposes of the Data Protection Act 1998) in order to help inform the Travel Plan development in the form of anonymous reports. Your information will be held securely and will be treated as confidential except where the law requires it to be disclosed.

NHS Fife
Travel Survey

### SECTION A
### Your journey to work

**1. Which form of transport do you normally use for your journey to work ?** *Please tick one transport mode only*

- Car as driver with no passengers ☐
- Car driver with passenger(s) ☐
- Car passenger (not taxi) ☐
- Taxi ☐
- Motorcycle/ moped ☐
- Train ☐
- Bus ☐
- Cycle ☐
- Walk ☐
- Other (*please state*)……

**2. If you sometimes travel by another mode please indicate which ones**. *Please tick all that apply*

| | Frequently | Sometimes | Occasionally |
|---|---|---|---|
| Walk | ☐ | ☐ | ☐ |
| Cycle | ☐ | ☐ | ☐ |
| Bus | ☐ | ☐ | ☐ |
| Train | ☐ | ☐ | ☐ |
| Motorcycle/moped | ☐ | ☐ | ☐ |
| Taxi | ☐ | ☐ | ☐ |
| Car passenger | ☐ | ☐ | ☐ |
| Car driver with passenger | ☐ | ☐ | ☐ |
| Car driver alone | ☐ | ☐ | ☐ |
| Other | ☐ | ☐ | ☐ |

*(please specify)*

**3. How long does your journey to work normally take?**

- 0 – 15 minutes ☐
- 16 – 30 minutes ☐
- 31 – 60 minutes ☐
- 61 – 90 minutes ☐
- Longer than 90 minutes ☐

**4. How far do you travel to your normal place of work?**

- < 1 mile ☐
- 1-2 miles ☐
- 2-5 miles ☐
- 5-10 miles ☐
- 10-20 miles ☐
- 20-30 miles ☐
- Over 30 miles ☐

**5. If you normally travel by car, how many people (including you) who are employed by NHS Fife travelled in the same car?**

- 1 Person ☐
- 2 Persons ☐
- 3 Persons ☐
- More than 3 People ☐

**6. If you normally travel by car where do you park? Please tick one option.**

- Barriered car park ☐
- Other car park on site ☐
- Car not parked, I get dropped off ☐
- Other - Please specify ☐

……

**7. If you travelled by bus, which route number(s) was it?**

……

**8. If you travelled by bus, was the bus direct to the hospital?**

- Yes ☐
- No ☐

If no how many buses did you catch?

……

**9. If you have travelled by bus, what type of ticket did you use?**

- Single ticket cash fare ☐
- Return ticket cash fare ☐
- Megarider – 7 day ticket ☐
- Megarider – 4 week ticket ☐
- Megarider – annual ticket ☐
- Multirider ticket ☐
- Flexiride ticket ☐
- Concessionary ticket ☐

**10. If you travel to work by train, which station do you get off at ?**

- Dunfermline Queen Margaret ☐
- Dunfermline Town ☐
- Kirkcaldy ☐
- Other (*please state*)……

**11. How do you transfer between the station and the Hospital?**

- Walk ☐
- Bus ☐
- Taxi ☐
- *Other (please state)* ……

### SECTION B
### Improving your journey to work

**12. Which of the following measures would encourage you to commute by public transport? If you already travel by public transport, which improvements would you most like to see?**

**Please tick only three measures (i.e. only one tick per column below)**

| | Highest | 2nd | 3rd |
|---|---|---|---|
| Shuttle bus/taxi service to nearest rail station | ☐ | ☐ | ☐ |
| More direct public bus route to work | ☐ | ☐ | ☐ |
| More frequent public bus service to work | ☐ | ☐ | ☐ |
| Staff discount on bus fares | ☐ | ☐ | ☐ |
| Free taxi home in an emergency or if required to work late | ☐ | ☐ | ☐ |
| Pool cars available for business journeys during the working day | ☐ | ☐ | ☐ |
| Better information about bus and train services | ☐ | ☐ | ☐ |
| Better lighting at bus shelters and paths | ☐ | ☐ | ☐ |
| Better route between bus stop and hospital | ☐ | ☐ | ☐ |
| Better route between train station and hospital | ☐ | ☐ | ☐ |
| None | ☐ | ☐ | ☐ |
| Other *(please specify below)* | ☐ | ☐ | ☐ |

……

……

Appendix A
NHS Fife Staff Travel Survey

**13. If the most important measures you listed in Question 12 were in place, would you travel by public transport for the journey to work?**

- I already do most/all of the time ☐
- Yes, public transport ALL of the time ☐
- Yes public transport SOME of the time ☐
- No, continue by present mode of transport ☐
- Don't know ☐

**14. Which of the following measures would encourage you to cycle to work? If you already cycle to work, which would you most like to see?**

**Please tick only three measures (i.e. only one tick per column below)**

| | Highest | 2nd | 3rd |
|---|---|---|---|
| Cycle routes on the way to work | ☐ | ☐ | ☐ |
| Improved cycle parking at the workplace | ☐ | ☐ | ☐ |
| Improved changing facilities and luggage lockers for cyclists at work | ☐ | ☐ | ☐ |
| Cycle lockers to store a bike securely at the rail station | ☐ | ☐ | ☐ |
| A Bicycle User Group (to provide advice & support for cyclists) | ☐ | ☐ | ☐ |
| Cycling skills training | ☐ | ☐ | ☐ |
| Pool cars available for business journeys during the working day | ☐ | ☐ | ☐ |
| None | ☐ | ☐ | ☐ |
| Other *(please specify below)* | ☐ | ☐ | ☐ |

.....

.....

**15. If the most important measures you listed in Question 14 were in place, would you cycle to and from work?**

- I already cycle most/all of the time ☐
- Yes, all the time ☐
- Yes, some of the time ☐
- No, continue by present mode of transport ☐
- Don't know ☐

**16. Which of the following measures would encourage you to car share? If you already car share, which would you most like to see?**

**Please tick only three measures (i.e. only one tick per column below)**

| | Highest | 2nd | 3rd |
|---|---|---|---|
| Help in finding car share partners with similar work and travel patterns | ☐ | ☐ | ☐ |
| Reserved parking at work for car sharers | ☐ | ☐ | ☐ |
| Pool cars available for business journeys during the working day | ☐ | ☐ | ☐ |
| Free taxi home in an emergency or if let down by car driver | ☐ | ☐ | ☐ |
| None | ☐ | ☐ | ☐ |
| Other *(please specify below)* | ☐ | ☐ | ☐ |

.....

**17. If the most important measures listed in question 16 were in place, would you car share to and from work?**

- I already car share all/most of the time ☐
- Yes, ALL of the time ☐
- Yes, SOME of the time ☐
- No, continue by present mode of transport ☐
- Don't know ☐

## Section C
## Information about You/Comparative Data

**18. Please enter you home postcode and home area** For example for KY2 2ST: enter in the boxes, as shown:

Home postcode K Y 2 | 2 S T

Home town / area .....

**19. Where is your normal place of work?**

- Queen Margaret Hospital ☐
- Other (please specify) ☐

.....

**20. What age group are you in?**

- 19 or under ☐
- 20-29 ☐
- 30-39 ☐
- 40-49 ☐
- 50-59 ☐
- Over 60 ☐

**21. What is your staff category?**

- Nursing and Midwifery staff ☐
- Medical and Dental staff ☐
- Therapeutic/Pharmacy/Healthcare science ☐
- Ancillary staff ☐
- Technical/Trades & Works ☐
- Administration/ Clerical/ Management ☐
- Other (*Please specify*) .....

**22. Do you ever travel on NHS Fife business during the working day?**

- Yes, most days ☐
- Yes, at least once a week ☐
- Occasionally ☐
- Never ☐

**23. What time did you start work and what time will you finish work today?**
Please give a time in 24-hour clock format to the nearest 15 minutes (e.g. 07:00 for 7a.m. 12:00 for 12 noon, 13:00 for 1p.m., 23 45 for 11:45p.m., 00:00 for midnight)

| | Start Time | Finish Time |
|---|---|---|
| e.g. | 0 9 : 3 0 | 2 1 : 3 0 |
| | ☐☐ ☐☐ | ☐☐ ☐☐ |

**24. What are your regular hours of work or shift patterns?**

- Rotating 24 hour shifts ☐
- 9 – 5 Monday to Friday (or similar) ☐
- Less than 4 hours within 9-5 core (or similar) hours Monday to Friday ☐
- Permanent night shift ☐
- Weekends only ☐
- Other hours *(Please specify below)* ☐

.....

**25. On which days do you normally travel to work?**

- Mon ☐
- Tues ☐
- Wed ☐
- Thurs ☐
- Fri ☐
- Sat ☐
- Sun ☐

**26. Do you work from home?**

- Yes – on a regular basis ☐
- Yes – on occasion ☐
- NO – but would like to ☐
- No ☐
- Not suitable for my job ☐

**27. Are you a registered disabled ('blue badge' parking concession) badge holder?**

- Yes ☐
- No ☐

**28. If your job give you car user status please select which type, otherwise select No.**

- No ☐
- Official ☐
- Essential User ☐
- RegularUser ☐
- Standard User ☐
- Lease Car ☐

*Thank you very much for your time in helping to improve travel to & from Queen Margaret Hospital.*

**29. If you have any further comments or suggestions about travel please provide these below.**

.....

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# Appendix D (Indicative) Implementation Costs

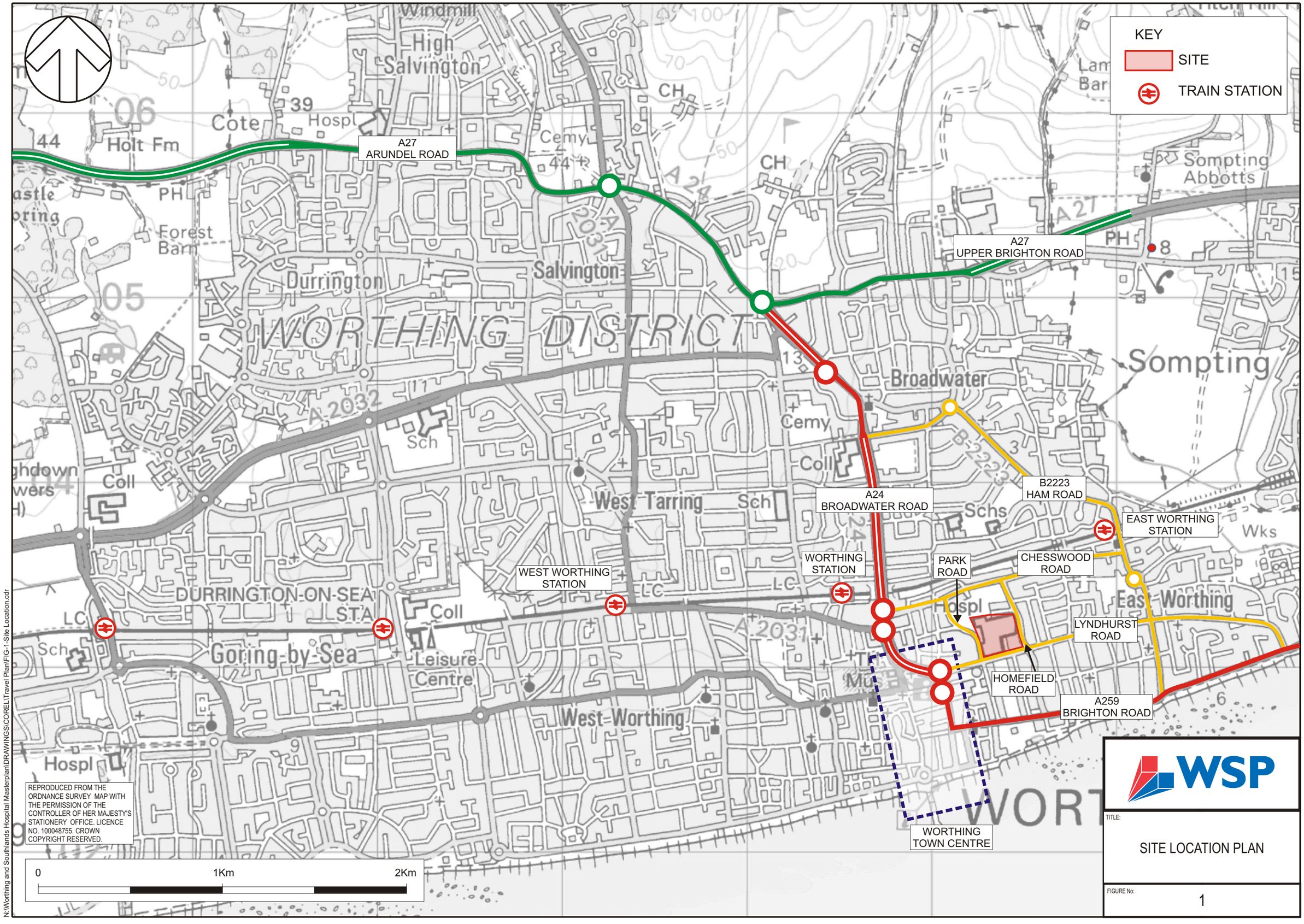
**Worthing Hospital Travel Plan – Indicative Implementation Costs**

The table below sets out the measures defined in Table 5.1 of the Travel Plan document and identifies an associated cost. It is important to note that these are indicative costs. In some instances, the costs are unknown at this stage.

| MEASURE | COSTS | | Comment |
|---|---|---|---|
| | One-off | Ongoing (per year) | |
| Travel Plan Coordinator | - | £20,000 (staff time equivalent) | Part-time role (estimated 20 hours per week) and based on previous experience |
| Car Park Management Scheme (already managed by car parking administrators) | No additional | No additional | Dependent on decision made by Trust Board |
| Prepare promotional material for staff welcome packs / patient confirmation letters / notice board / intra and internet / email | £3,000 | £1,000 | Previous experience |
| Secure cycle parking (additional) | - | - | If deemed necessary |
| Shower and changing facilities (additional / improved) | - | - | If deemed necessary |
| Provide umbrella pool | £400 | - | 30" branded golf umbrella x100 www.cherrything.co.uk |
| Provide cycle training event once a year to new starters | - | £20 per new starter | 1 hour training session www.m-cyclehire.co.uk based in Shoreham |
| Promote tax efficient cycle purchase scheme | - | - | Dependant on take up |
| Provide pedestrian and cycle route maps | - | - | Including in promotional material costs |
| Walking 'Buddies' | - | - | No extra cost assumed |
| Provide bus and rail timetables / fares information | - | - | Including in promotional material costs |
| Negotiation with local bus operator for discounted purchase scheme | - | - | TPC time |
| Promote West Sussex PCT Liftshare Scheme and www.liftshare.com | - | - | Included in promotional material costs |
| Shift Patterns / videoconferencing / centralised travel booking | - | - | Dependent on level of requirement |
| Changes to visitor hours to promote travel outside of peak periods | - | - | Nominal – promotion and awareness raising & therefore could be included in promotional costs |
| Pair of electric charging points for motor vehicles or cyclists | £2,520 + VAT | £300 annual service fee | Price for pair of points which are suitable for car or bikes |
| Implement a Worthing Cycle Challenge for local employers/employees | - | - | WSCC to advise |

| | | | |
|---|---|---|---|
| Introduce Vehicle Fleet Procurement Strategy | - | - | TPC time |
| Incorporation of County Council publicity, maintain use of sustainable modes by pupils and undertake a prize draw | - | - | TPC time |
| Monitoring using TRICS Standard Assessment Methodology | | £2,000 per access point | Cost for traffic surveys – per site for each year surveys undertaken |

# Figure 1 Site Location Plan

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WSP

TITLE:

SITE LOCATION PLAN

FIGURE No:

1

N:\Worthing and Southlands Hospital Masterplan\DRAWINGS\COREL\Travel Plan\FIG-1-Site Location.cdr

# Figure 2 Network of Local Cycle Routes

KEY

- SITE
- OFF-ROAD SHARED FOOT/CYCLEWAY
- OFF-ROAD CYCLEWAY
- ON-ROAD CYCLEWAY
- ADVISORY CYCLE ROUTE
- TRAIN STATION

WORTHING DISTRICT

EAST WORTHING STATION

WORTHING STATION

WEST WORTHING STATION

WORTHING TOWN CENTRE

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WSP

TITLE:

LOCAL CYCLE NETWORK

FIGURE No:

2

N:\Worthing and Southlands Hospital Masterplan\DRAWINGS\CORELTravel Plan\FIG-2-Cycle Network.cdr

# Figure 3 Local Bus Service Network

KEY

SITE

ROUTE 9

ROUTE 16

ROUTE 106

PULSE

TRAIN STATION

BUS STOP

WORTHING DISTRICT

WEST WORTHING STATION

WORTHING STATION

EAST WORTHING STATION

WORTHING TOWN CENTRE

Durrington

Salvington

Sompting

Broadwater

Goring-by-Sea

West Worthing

East Worthing

DURRINGTON ON SEA STA

Leisure Centre

High Salvington

Windmill

Cote

Holt Fm

Forest Barn

West Tarring

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0 1Km 2Km

N:\Worthing and Southlands Hospital Masterplan\DRAWINGS\CORELFIG--Public Transport Network.cdr

WSP

TITLE:

PUBLIC TRANSPORT NETWORK

FIGURE No:

3