



The Hillingdon Hospital Redevelopment

Hospital Travel Plan Framework

May 2022

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The Hillingdon Hospitals
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1 Introduction

1.1 Background

- 1.1.1 This Travel Plan Framework has been prepared by Mott MacDonald to accompany a hybrid planning application being submitted by the applicant, The Hillingdon Hospitals NHS Foundation Trust (the Trust), to the London Borough of Hillingdon.
- 1.1.2 The site is in West London and is located south of Uxbridge and north of West Drayton. The Local Planning Authority is the London Borough of Hillingdon (LBH).
- 1.1.3 The proposed development will be submitted as a hybrid planning application comprising:
- FULL application seeking planning permission for demolition of existing buildings and redevelopment of the site to provide the new Hillingdon Hospital, multi-storey car park and mobility hub, vehicle access, highways works, associated plant, generators, substation, new internal roads, landscaping and public open space, utilities, servicing area, surface car park / expansion space, and other works incidental to the proposed development.
 - OUTLINE planning application (all matters reserved, except for access) for the demolition of buildings and structures on the remaining site (excluding the Grade II Furze and Tudor Centre) for a mixed-use development comprising residential (Class C3) and supporting Commercial, Business and Service uses (Class E), new pedestrian and vehicular access; public realm, amenity space, car and cycling parking.
- 1.1.4 This report provides the Hospital Travel Plan Framework (TP) for the proposed development and accompanies a suite of supporting transport related documents which have also been prepared in support of this application. The remainder of the documents are listed below:
- Transport Assessment;
 - Hospital Travel Plan Framework (this report);
 - Residential Travel Plan Framework;
 - Delivery and Servicing Plan;
 - Car Park Management Plan;
 - Outline Construction Logistics Plan; and
 - Mobility Hub Vision Paper.

1.2 Report Purpose

- 1.2.1 The key purpose of this report is to:
- Outline the progress The Trust has made to date and identify the journey ahead in helping staff, patients, and visitors to reach Hillingdon Hospital.
 - Review and identify the national and local policies that mandate sustainable travel and transport
 - Identify ways to engage with staff, patients, visitors, local community, suppliers, partners and other stakeholders on sustainable travel and the health co-benefits; empowering them to convert to more sustainable modes of transport.
 - Identify how to provide information, facilities, processes, and infrastructure to facilitate and incentivise sustainable and active travel.
 - Identify key objectives, goals, and actions that help to promote reduce single occupancy cars

- Establish the scope and related carbon emissions that can be measured against national targets.
- Identify how to monitor and report on the environmental and health impacts from emissions and air quality from travel / transport to Hillingdon Hospital to assess the effects and opportunities for improvements.
- Meet the long-term vision for the Trust's New Hospital plans.

1.3 Objectives

1.3.1 The key objectives of this plan are to:

- Establish a way forward to meet the Trust's sustainability commitments
- Establish a partnership working relationship with those who help in our sustainability commitments
- Perform site assessments to capture healthy, active, and green travel opportunities
- Develop a vision, scope, set of objectives, targets, and goals
- Capture the progress that is already made
- Establish key focus areas with an in-depth action plan
- Develop a forward view to input into the Trust's New Hospital plans

1.4 Benefits

1.4.1 Employer benefits that should derive from this plan include:

- Saving money on the cost of providing and maintaining parking spaces
- Solving problems caused by demand for parking
- Reducing mileage claims and other business travel costs
- Reducing unproductive time spent travelling on business
- Reducing the cost of running fleet vehicles
- Improving staff health and wellbeing and reducing absenteeism
- Improving recruitment and retention by making journeys to work easier and cheaper
- Improving the Trust's Corporate and Social Responsibility (CSR) reputation, including meeting environmental targets.
- Identification of opportunities for improved monitoring methods
- Supporting the NetZero campaign through reduced carbon emissions, air, and noise pollution
- Less congestion on the surrounding road network

1.4.2 Employee benefits that should derive from this plan include:

- Reducing the cost of travel to work
- Reducing journey times to work
- Improved work-life balance through flexible working and reducing the need to travel on business
- Sustainable travel being made available to all staff, including those without a car
- Ensuring parking is available for those with most need of a vehicle
- Helping to provide less stressful options for travel to work
- Providing opportunities to build healthy exercise into daily life

1.5 Document Structure

- 1.5.1 The Trust has an existing Sustainable Transport and Travel Plan (STTP) which is renewed by the trust every year and is a core policy and action plan upheld by The Trust. This TP is being published as a framework to inform the hybrid planning application and has therefore been structured similarly to the STTP, to ensure the two documents can be integrated with ease and to align with the Trust's internal governance.
- 1.5.2 This TP sets an appropriate framework for the future hospital TP and should be updated and finalised prior to implementation in agreement with all key stakeholders, particularly The Trust, LBH and TfL. The remainder of this Travel Plan is structured as follows:
- Chapter 2 – Context
 - Chapter 3 – Proposed Development
 - Chapter 4 – Transport Services
 - Chapter 5 – Travel Surveys
 - Chapter 6 – Progress and Achievements
 - Chapter 7 – Objectives
 - Chapter 8 – Action Plan
 - Chapter 9 – Challenges
 - Chapter 10 – Monitoring and Measurement
 - Chapter 11 - Summary

2 Context

2.1 NHS Plans/Strategies

NHS Long Term Plan

- 2.1.1 The NHS Long Term Plan, published in January 2019, outlines the commitments the NHS has made to reduce the impacts of air pollution. The Plan commits the NHS to reduce both business mileages and fleet air pollutant emissions by 20% by 2023/24 with at least 90% of the NHS fleet using low emission engines (and 25% being Ultra-Low Emissions) by 2028. It also commits to providing digital first primary care for every patient to give them the choice of quick telephone or online consultations, saving time waiting and travelling.

Greener NHS Campaign

- 2.1.2 The Greener NHS programme has been adopted by the NHS to work with staff, hospitals, and their partners. It will build on the work already being done by trusts across the country and makes use of sharing ideas on how to reduce the impact on public health and the environment, save money and reach net carbon zero.
- 2.1.3 [Delivering a 'Net Zero' National Health Service](#) identifies that 'approximately 3.5% (9.5 billion miles) of all road travel in England relates to patients, visitors, staff and suppliers to the NHS, contributing around 14% of the system's total emissions.' It outlines several interventions to reduce emissions, these include:
- Reduced travel due to the digital care pathway redesign
 - Preventative medicine and reduce health inequalities
 - Active travel from staff, patients, and visitors
 - Zero emission ambulances
 - Electrification of patients and visitors' vehicles
 - Electrification of the rest of the NHS Fleet and staff vehicles

NHS Green Plan Requirement

- 2.1.4 Each integrated care system is now required to develop its own Green Plan to match the increased net zero ambition by focusing on the following three outcomes:
- Support the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions
 - Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues
 - Plan and make prudent capital investments while increasing efficiencies
- 2.1.5 The 'How to produce a Green Plan' guidance provided by the NHS highlights that the following should be included within the Green Plan's Travel and Transport chapter:
- An outline of plans to reduce the carbon emissions arising from the travel and transport associated with each organisation.
 - Exploration of interventions such as:
 - Increasing levels of active travel and public transport
 - Investing in ultra-low emission and zero-emission vehicles for owned and leased fleets

- Maximising efficiencies in the transport of goods and services commissioned by the organisation, such as patient transport, courier services and deliveries.

2.2 Policy Context

National Planning Policy Framework

- 2.2.1 The National Planning Policy Framework (NPPF) was updated on 19th February 2019, replacing the previous NPPF published in March 2012 and sets out the Government's planning policies for England and how these are expected to be applied.
- 2.2.2 The National Planning Practice Guidance published in March 2014 highlights the importance of Travel Plans. It builds upon the earlier NPPF which states that all developments that generate significant amounts of movement require a Travel Plan, noting that:
- Sustainable development should be pursued in a positive way, is at the heart of the Framework and should include consideration of environmental, economic, and social objectives
 - Travel and transport issues should be considered from the earliest stages of development proposals so that environmental impacts can be identified and assessed
 - Developments should give priority to pedestrian and cycle movements with access to high-quality public transport facilities
 - Developments should address the needs of people with disabilities and reduced mobility
 - Developments should create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians
 - Developments should be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible, and convenient locations
- 2.2.3 This Hospital Travel Plan Framework details the sustainable modes of transport patients, visitors and staff can use to travel to and from the site. It provides a sustainable framework that sets out how to encourage a mode shift away from cars and proposes a number of measures to enable this to happen.

New London Plan

- 2.2.4 The London Plan, published in 2021, states that development plans should support and facilitate:
- The delivery of the Mayor's strategic target of 80 per cent of all trips in London to be made by foot, cycle, or public transport by 2041.
 - Change in mode shares within central, inner, and outer London expected to be required for a city-wide shift from 63 to 80 per cent share for walking, cycling and public transport.
 - All development should make the most effective use of land, reflecting its connectivity and accessibility by existing and future public transport, walking, and cycling routes, and ensure that any impacts on London's transport networks and supporting infrastructure are mitigated.
- 2.2.5 All requirements set out within The New London Plan have been adhered to in this Hospital Travel Plan Framework, and full details of the hospital redevelopment proposals can be seen in the associated Transport Assessment. This includes measures such as secure cycle parking facilities, a cycling and pedestrian corridor, Mobility Hub and bicycle repair workshop. These measures, in turn, should help to remove barriers to cycling and create a healthy environment in which people choose to cycle.

Hillingdon's Local Implementation Plan (LIP)

- 2.2.6 Hillingdon's [Local Implementation Plan](#) (LIP) sets out how the council proposes to implement the Mayor's Transport Strategy (MTS towards 2031) and provides details on transport strategy, projects, proposals, and programmes. The LIP allows the council to plan strategically to meet current and future transport challenges and achieve the council's overriding ambitions to be an attractive and sustainable borough. The LIP recognises Hillingdon Hospital as opportunities and service providers. The LIP presents an opportunity for the Trust to work in partnership with LBH because its evidence-based objectives are mutual goals such as 'promote healthy travel behaviour, enable sustainable access to health, reduce negative impacts of transport on air quality and noise, etc'. Such partnership work will help identify a multitude of opportunities and the speed of the delivery of the Hospital Travel Plan.

Mayor of London's Transport Strategy

- 2.2.7 The Mayor's Transport Strategy aims to support sustainability through:
- Reducing overall car use.
 - Enabling more people to travel by walking, cycling and public transport.
 - Reducing tailpipe exhaust emissions.
 - For unavoidable trips, accelerating the switch to EVs is critical to delivering this vision.
- 2.2.8 The redevelopment of Hillingdon Hospital supports several key themes at the heart of the strategy:
- Healthy Streets and healthy people – the design of the redevelopment incorporates networks and opportunities to encourage walking, cycling and public transport use, which will reduce car dependency and mode share, improving people's health.
 - A good public transport experience – Hillingdon Hospital is well connected to the wider area through a series of bus routes. The Mobility Hub and new bus stops outside the main entrance will be provided to improve the public transport experience.
- 2.2.9 EV charging infrastructure will be provided as per the standards set out within The London Plan which also mirrors the MTS. Full details of the proposals can be seen in the associated Transport Assessment.

Healthy Streets

- 2.2.10 The Mayor's Transport Strategy also highlights Healthy Streets as one of the focus areas. It is based on the concept that a new type of thinking is required to put into practice the theory of reducing car dependency and increasing active, efficient, and sustainable travel. It requires an understanding of how Londoners interact with their city and what defines their quality of life, with particular attention to the streets where daily life plays out.
- 2.2.11 The Healthy Streets Approach provides the framework for putting human health and experience at the heart of planning by using ten evidence-based indicators, shown in Figure 2.1. A good performance against each indicator means that individual streets are appealing places to walk, cycle, and spend time. Such improvements will radically transform the day-to-day experience of living and working in London and they are another way of ensuring health and wellbeing are at the heart of planning.

Figure 2.1: Healthy Streets Indicators



Source: [TfL, Guide to Indicators](#)

- 2.2.12 The proposed development supports the Healthy Streets approach by creating a connected and permeable landscaped environment for the benefit of site users and the wider public. The redevelopment has been designed by creating spaces that are pleasant, safe, and attractive, with a reduction in through traffic. The ambition is that this improved environment around the hospital will encourage more journeys to be made by active and public transport modes.

Clean Air Hospital Framework

- 2.2.13 On 5th March 2019, Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) and Global Action Plan launched the first ever Clean Air Hospital Framework (CAHF), a strategy aimed at improving air quality in and around hospitals to create a healthier environment for patients and their families, staff, and the local community. It is hoped that the wider NHS community will champion the framework, and that there will be benefits for patients and communities across the UK through the implementation of dedicated Clean Air plans. The London Borough of Hillingdon is in an Air Quality Management Area (AQMA), due to the levels of Nitrogen Dioxide (NO₂) and Particulate Matter (PM₁₀) not meeting the Air Quality in many parts of the borough.
- 2.2.14 The measures set out in the travel plan to encourage sustainable modes of transport will aim to help improve the air quality surrounding the site.

2.3 BREEAM Requirements

- 2.3.1 BREEAM (Building Research Establishment's Environmental Assessment Method) is the world's first sustainability rating scheme for the built environment and has contributed much to the strong focus in the UK on sustainability in building design, construction, and use.
- 2.3.2 From 1 July 2008, all health authorities in the UK (Department of Health, NHS Wales, NHS Scotland and the Department of Health Social Services and Public Safety of Northern Ireland) require new healthcare buildings seeking Outline of Business Case (OBC) approval to commit to an excellent BREEAM rating.
- 2.3.3 The proposed development has been developed in accordance with the requirements for [BREEAM New Construction 2018](#). Table 2.1 outlines the Transport (Tra) credits that can be awarded.

Table 2.1: Transport Credit Requirements

Issue ID	Issue name	Credits	Credit summary
Tra 01	Transport Assessment and Travel Plan	2 credits	Recognising developments in proximity to good public transport networks, thereby helping to reduce transport-related pollution and congestion.
Tra 02	Sustainable transport measures	10 credits	Recognising developments in close proximity of, and accessible to, local amenities which are likely to be frequently required and used by building occupants

- 2.3.4 The scheme proposals have been developed in accordance with the requirements of BREEAM under Tra01 and Tra02. This travel plan sets out the framework for how sustainable transport will be enabled and promoted at the development.
- 2.3.5 The Transport Assessment prepared alongside this report sets out the design measures that have been incorporated into the development. The scheme has been developed through partnership working with the Trust and the wider design team since its concept stage development early in 2020. The outcomes of the early work have influenced the site layout and elements of the scheme positively to contribute to enabling sustainable transport outcomes.

3 Proposed Development

3.1 Introduction

- 3.1.1 The proposals seek to make optimal use of the land through the comprehensive redevelopment of the Hillingdon Hospital Site to deliver a hospital that has been designed to improve the experience of patients and staff.
- 3.1.2 The Trust have outlined that at the heart of the proposals, is a shared vision of providing improved access to better healthcare services for our population in a new fit for purpose local hospital on the Hillingdon Hospital site. The Trust, working with partners across the community, seek to improve care and help avoid unnecessary hospital stays. The strategy targets improvements through collaboration, integration and greater efficiency.
- 3.1.3 The Trust plan to provide the same range of services that are currently available at the hospital, but in a high quality, purpose-built facility. In designing the new facility, the Trust seek to work with our partners across the health and social care system to improve the integration of care across the borough and beyond.
- 3.1.4 There is undoubtedly a need for a new hospital in Hillingdon, given that the life of the Hillingdon Hospital estate has largely expired. The optimisation of the existing hospital site through the construction of a new hospital on the western extent of the site will allow the rest of the site to be cleared for other land uses such as residential in line with the thrust and intent of local, regional and national planning policies.
- 3.1.5 The proposed development will be submitted as a hybrid planning application comprising:
- Full application seeking planning permission for demolition of existing buildings and redevelopment of the site to provide the new Hillingdon Hospital, multi-storey car park and mobility hub, vehicle access, highways works, associated plant, generators, substation, new internal roads, landscaping and public open space, utilities, servicing area, surface car park/ expansion space, and other works incidental to the proposed development.
 - Outline planning application (all matters reserved, except for access) for the demolition of buildings mixed-use development comprising residential (Class C3) and supporting Commercial, Business and Service uses (Class E), new pedestrian and vehicular access; public realm, amenity space, car and cycling parking.
- 3.1.6 The outline planning application comprises up to 327 residential units and (Use Class C3) and up to 800 sqm of town centre uses (Use Class E) in a series of buildings ranging in height from 3 up to 8 storeys with associated access and car parking for up to 302 vehicles and up to 515 cycle parking spaces, refuse storage, landscape and amenity areas and associated servicing.
- 3.1.7 The proposals will be implemented in phases, as set out below:
- Phase 1a – New hospital, MSCP, and access.
 - Phase 1b – All interim elements that need to be put into place so that the new hospital can be operational whilst the remaining hospital site to the east can be demolished.
 - Phase 1c – All elements of the new hospital site that can only be built once the old hospital site to the east has been demolished, including the surface car park, new bus stops, and junction access upgrades.
 - Phase 2 – Outline application area for the residential development.
- 3.1.8 Phase 1a, b, and c are covered by the full application, whilst Phase 2 is covered by the outline application.

- 3.1.9 This section of the Travel Plan considers the end state of the proposed development and therefore refers to the conditions expected upon completion of Phase 2. However, it should be noted that the new hospital should be fully operation at completion of Phase 1b.

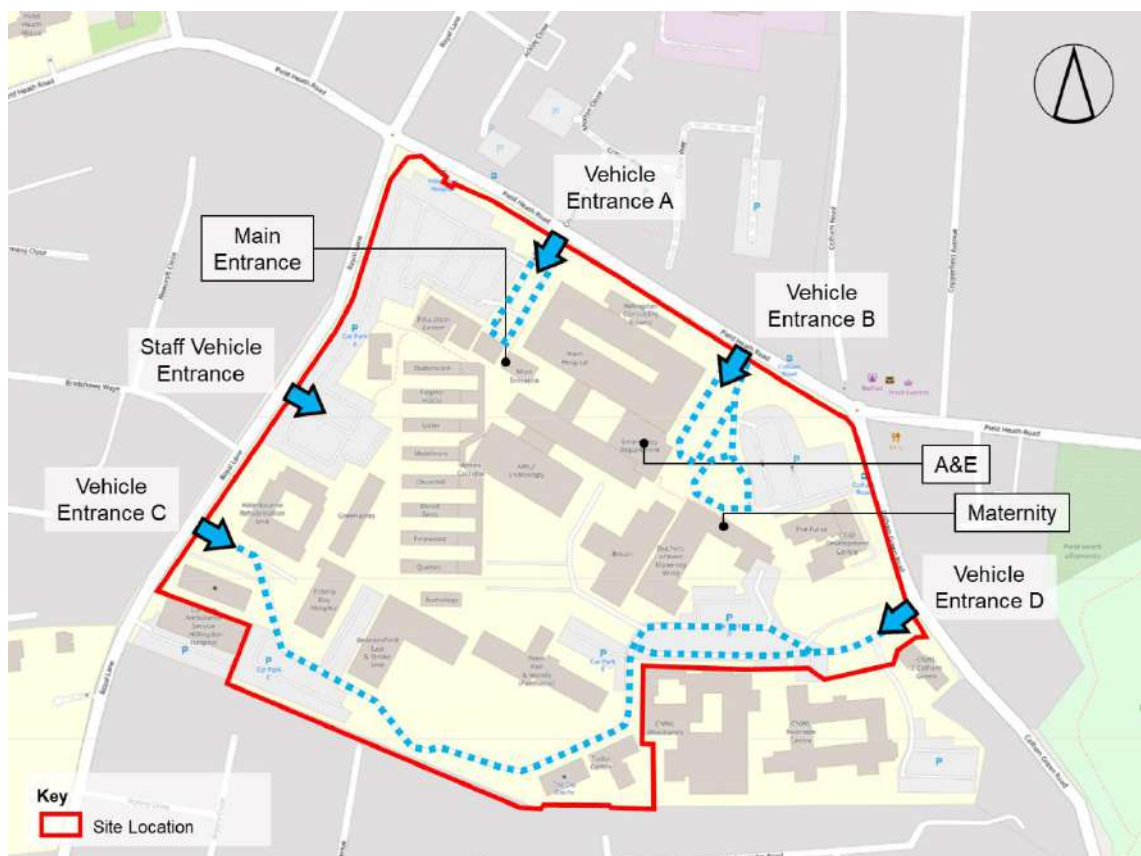
3.2 Site Location

- 3.2.1 The site is in Hillingdon, which is approximately two miles south of Uxbridge and three miles north of West Drayton.

- 3.2.2 The site is located to the south of Pield Heath Road, bound by Royal Lane to the west and Colham Green Road to the east. The area surrounding the site is largely residential, with nearby education facilities, convenience retail and other local small businesses. The existing site is accessed from five locations, shown in Figure 3.1. The five access points are located:

- Pield Heath Road (Vehicle Entrance A)
- Pield Heath Road/Crispin Way (Vehicle Entrance B)
- Royal Lane (Staff Vehicle Entrance)
- Royal Lane / Hospital through route (Vehicle Entrance C)
- Colham Green Road / Hospital through route (Vehicle Entrance D)

Figure 3.1: Existing site access



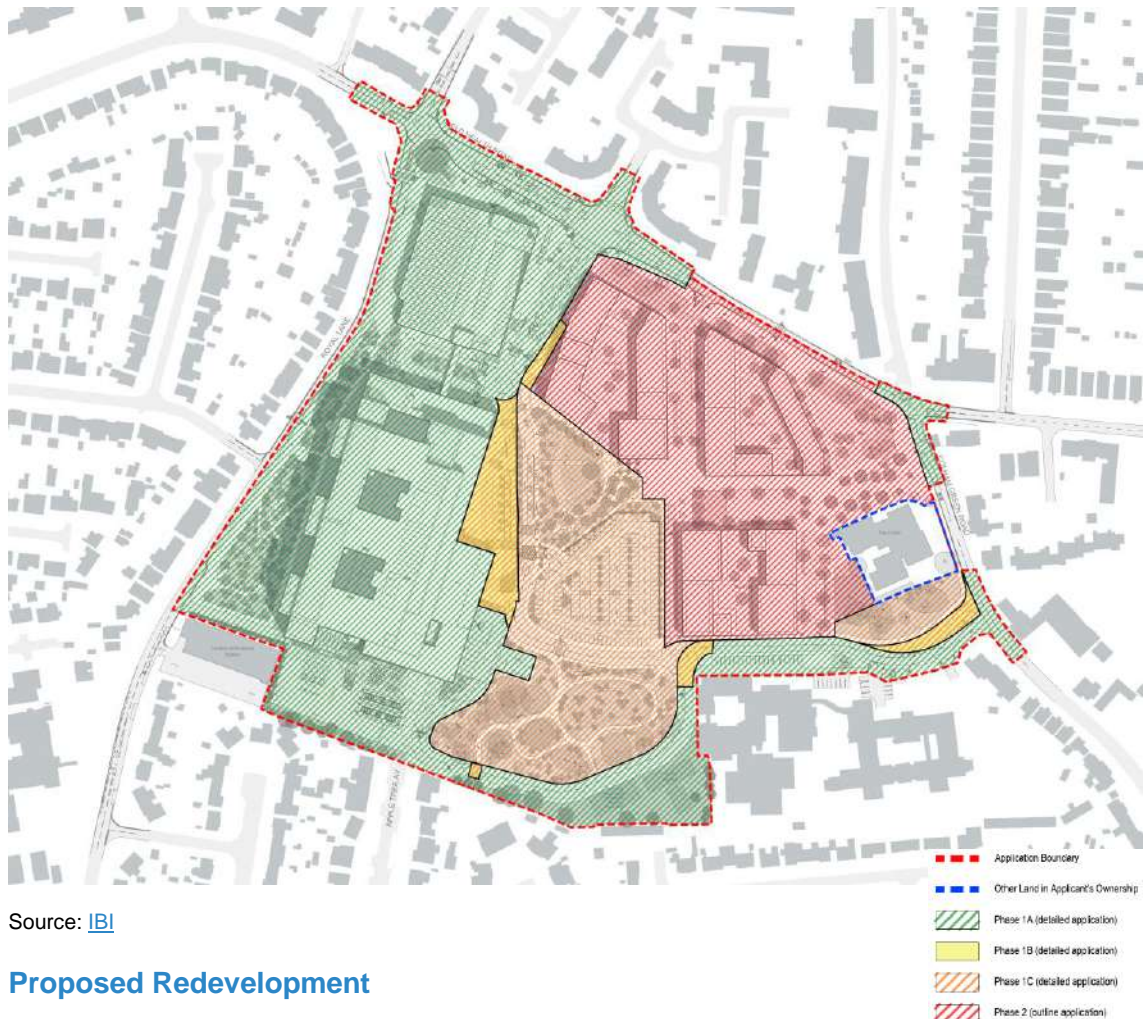
Source: [Open Street Map](#)

- 3.2.3 The areas of the site are designated into different phases, as noted earlier and set out below and as shown in Figure 3.2.

- Phase 1a – New hospital, MSCP, and access.

- Phase 1b – All interim elements that need to be put into place so that the new hospital can be operational whilst the remaining hospital site to the east can be demolished.
- Phase 1c – All elements of the new hospital site that can only be built once the old hospital site to the east has been demolished, including the surface car park, new bus stops, and junction access upgrades.
- Phase 2 – Outline application area for the residential development.

Figure 3.2: Proposed Development Areas

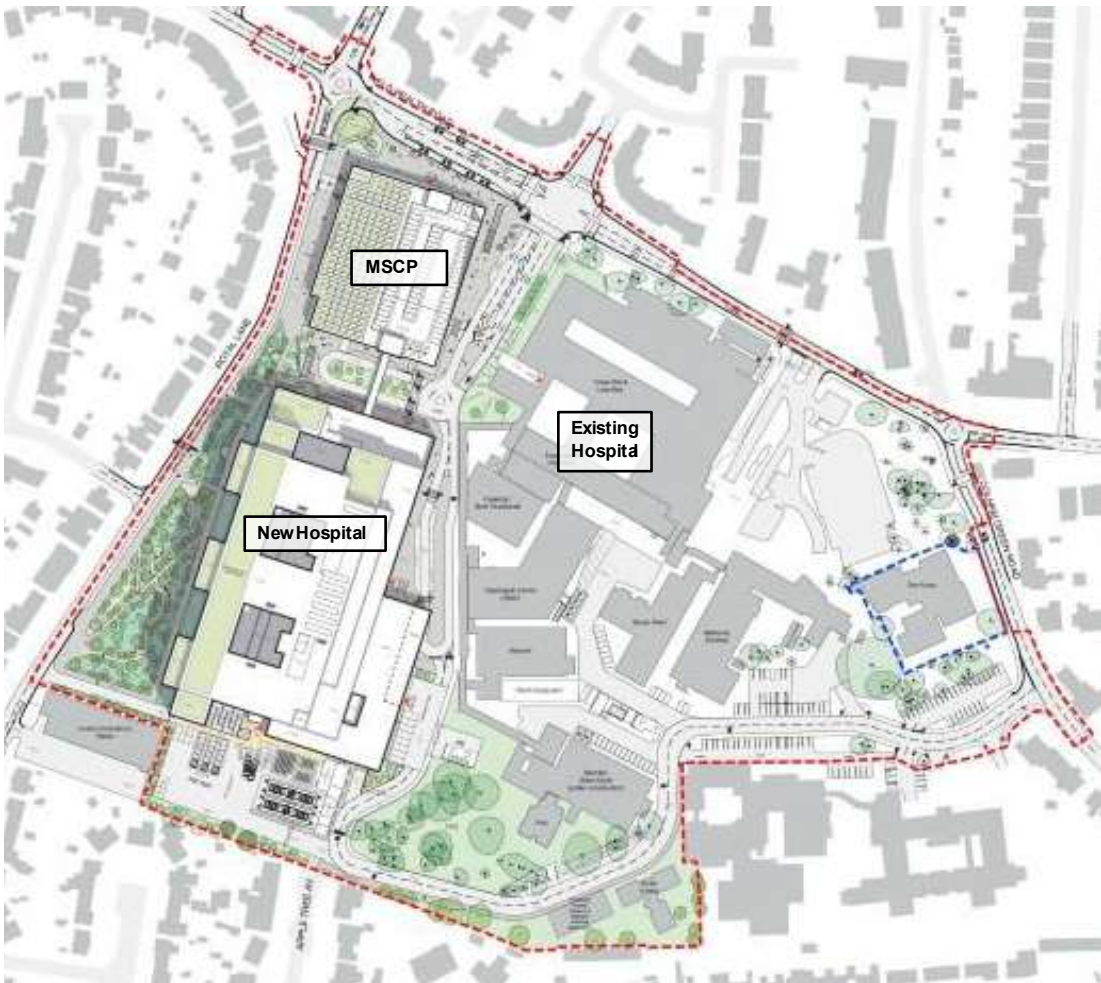


3.3 Proposed Redevelopment

3.3.1 As noted above the development proposals will be implemented in two overall phases:

- Phase 1 - the construction of the new Hillingdon Hospital and multi-storey car park, as shown in Figure 3.3, which represents Phase 1b and will be the main interim stage and
- Phase 2 - the demolition of the wider site for a mixed-use redevelopment with three Residential Plots, also known as plots P01, P02 and P03 respectively, as shown in Figure 3.4.

Figure 3.3: Phase 1b Masterplan



Source: IBI

Figure 3.4: Phase 2 Masterplan



Source: IBI

3.3.2 The development proposal schedule is summarised in Table 3.1.

Table 3.1: Proposed Development Schedule

Phase	Use	
Phase 1 – New Hospital	New Hospital	79,603.6sqm
	Multi storey car park	23,034 sqm and 781 spaces
	Surface Car Park	161 Spaces
Phase 2 – Opportunity Site	Mixed use Plots P01, P02, P03	Up to 327 dwellings with supporting provision of Class E use, parking and public realm

3.4 Vehicle Access

Ambulances

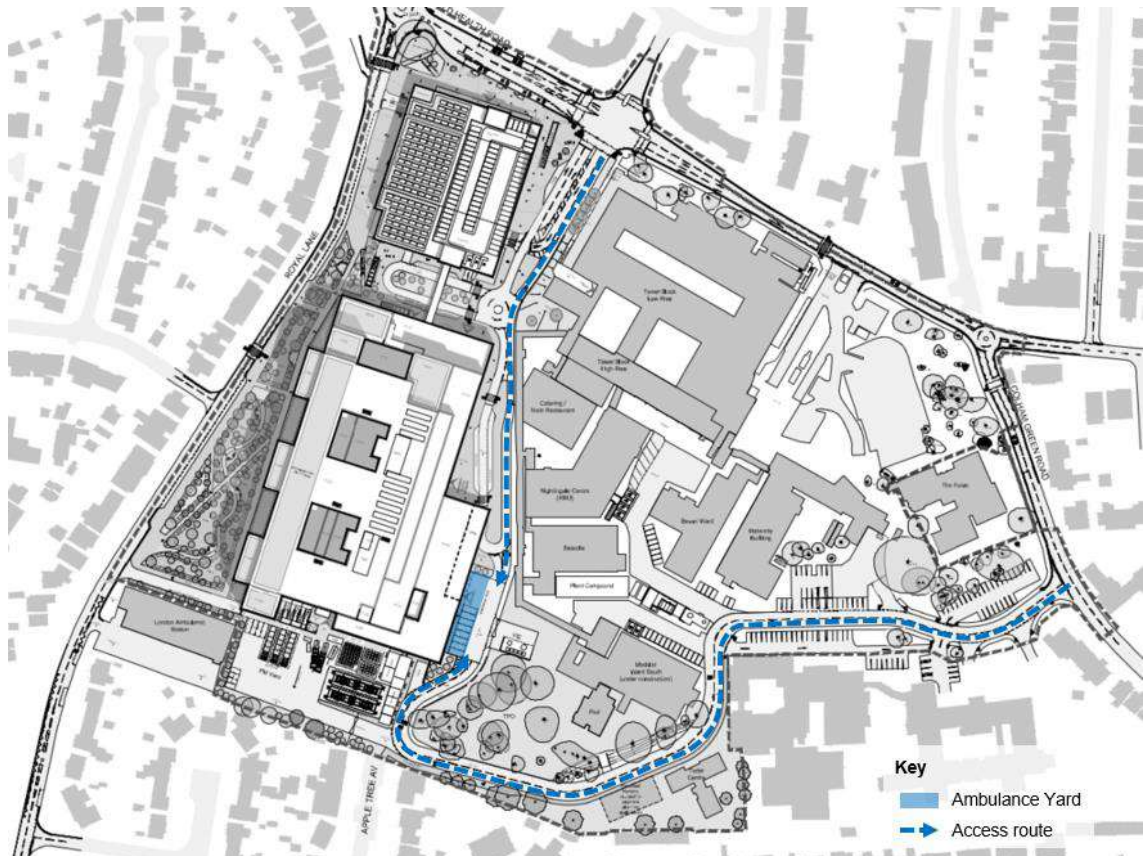
3.4.1 The development will include:

- Updating the current provision for ambulances at the hospital, enabling smoother transfers and easier flow.
- Maintenance of the existing A&E entrance until the transition to the new hospital is complete.

- At completion, ambulances access via two entrance points, one on Field Heath Road and one on Colham Green Road.
- Ambulance access through internal routes to a new ambulance yard.
- Patient transfer within the ambulance yard in a discreet area with no public vehicular access.

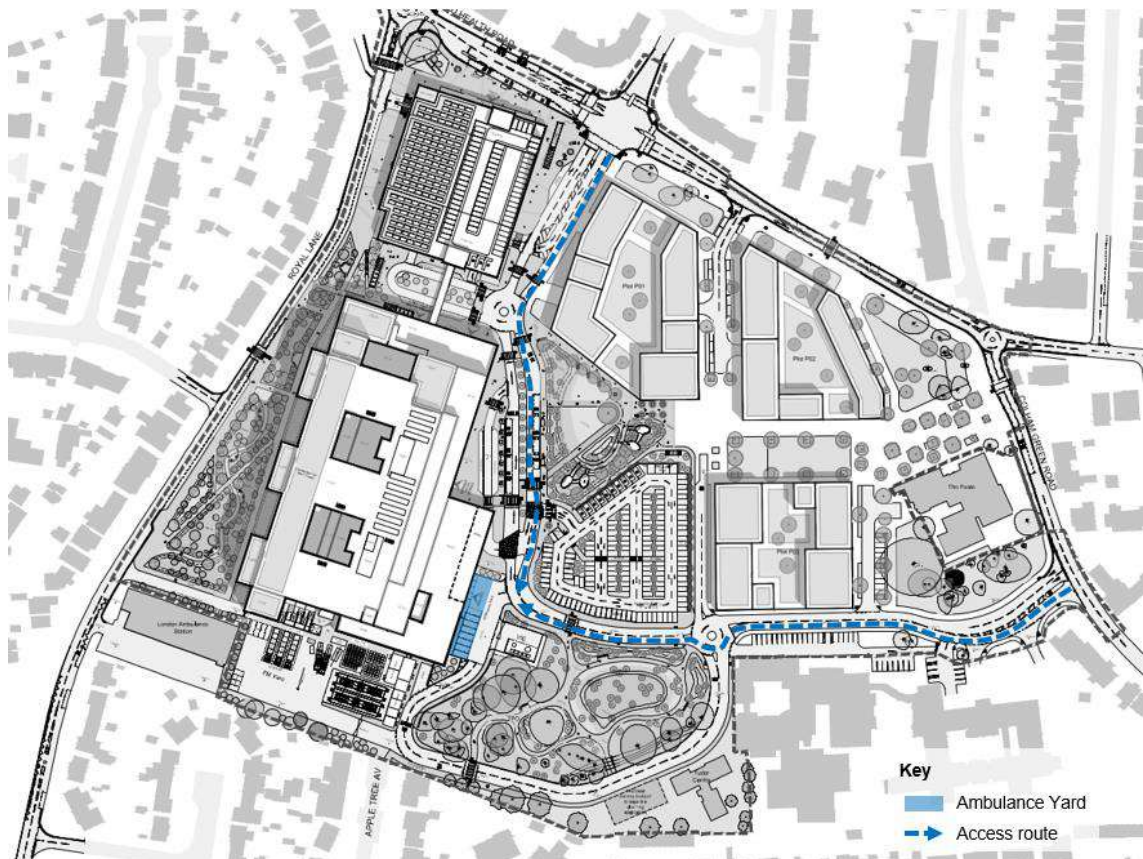
3.4.2 The proposed Phase 1b and Phase 2 ambulance access routes are shown in Figure 3.5 and Figure 3.6.

Figure 3.5: Proposed Phase 1b Ambulance Access Routes



Source: IBI

Figure 3.6: Proposed Phase 2 Ambulance Access Routes



Source: IBI

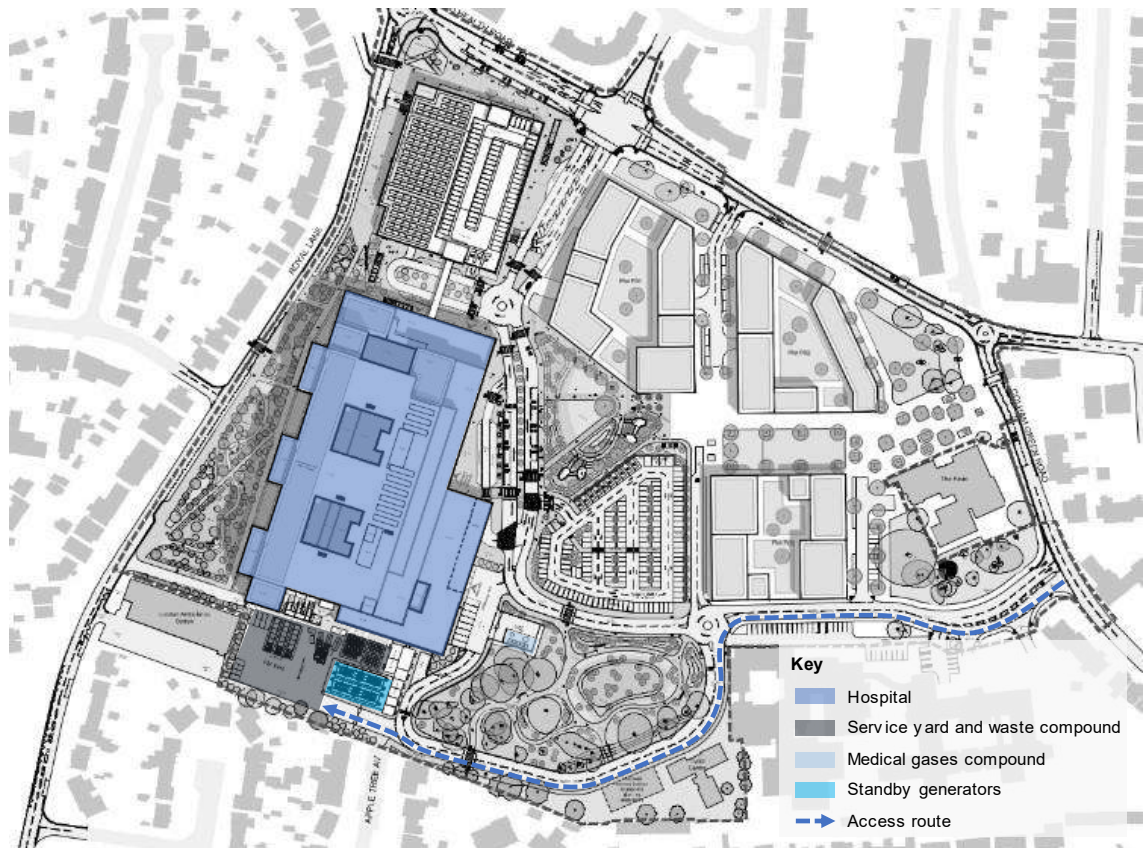
Deliveries

3.4.3 The development proposes:

- A dedicated servicing bay for the Mobility Hub as part of the new multi storey car park, limited to the size of an LGV.
- Relocation of the hospital service yard to the south west of the site with restricted access. Service vehicles accessing the yard will only be allowed to enter the site via Colham Green Road.
- Increasing the access road to the hospital service yard to 7.3m width.
- Removal of the service access from Royal Lane.

3.4.4 The proposed service yard access route is shown in Figure 3.7.

Figure 3.7: Proposed Service Yard Access Routes



Source: IBI

Patients, Visitors and Staff

- 3.4.5 The redevelopment will see the existing access points off Royal Lane closed. Vehicular access will be maintained at the main hospital access on Field Heath Road which will provide access to the MSCP, Patient and A&E Drop off areas and the proposed surface car park. A secondary vehicular access to the MSCP will be added on Royal Lane approximately 30m south of the Field Heath Road/Royal Lane junction.
- 3.4.6 Bus facilities for patients visitors and staff will also be provided via improved bus facilities on Field Heath Road and, in Phase 1c, a bus diversion through the site between Field Heath Road and Colham Green Road, will be created, with new bus stops located between the main hospital entrance and the A&E entrance.
- 3.4.7 The access from Colham Green Road will be retained and improved, providing for deliveries to the service yard and vehicular access to The Furze, the relocated children's nursery and the Phase 2 development plots.

3.5 Proposed Hospital Car Parking

- 3.5.1 The new hospital parking will be provided via a combination of a new multi storey car park and a surface level car park. The proposals will see circa 781 spaces provided in the multi storey car park, with a further 161 spaces in the surface level car park upon clearance of the footprint of the existing hospital.
- 3.5.2 Car parking will continue to be available for staff, patients and visitors at the hospital. However, given the sustainable approach that has been adopted, the provision of hospital based car

parking is being reduced below the Trust's current access to almost 1,200 parking spaces (including some off-site spaces).

3.5.3 The future estate will provide parking as summarised in Table 3.2.

Table 3.2: Car Parking Summary

Car Park	Level	Spaces (Disabled)	Staff	Patients	Disabled	EV Active (Passive)	Comments
MSCP	0	98 (6)	0	94	6% Disabled 4% Accessible	15 (9)	Inc. 4 Car Club spaces on GF
	1	152 (9)	0	152		18 (15)	
	2	157 (9)	133	24		33 (15)	Inc. staff car share spaces on 2F
	3	157 (9)	157	0		34 (16)	
	4	157 (9)	157	0		34 (16)	
	5	60 (9)	60	0		13 (6)	
Surface	N/A	161* (10)	0	155		25 (15)	Inc. 6 Rapid Charge Hub spaces
Total		942	507	425		172 (92)	

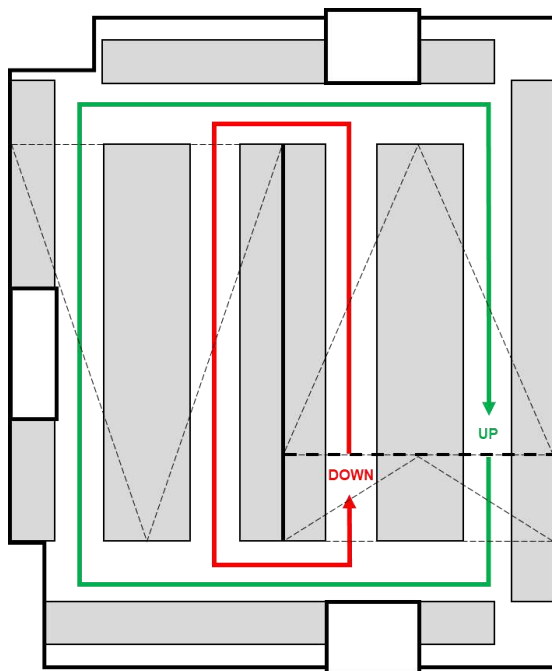
3.5.4 All staff parking will be contained in the upper levels of the MSCP. Patient and visitor parking will be split between the MSCP and the new surface parking area (in Phase 2).

3.5.5 The car parking provision will offer flexibility for how parking is allocated within the MSCP, based on collection of data on usage and need. Parking spaces can therefore be reallocated over time as follows:

- To the Car Club;
- To the LiftShare scheme; and
- From accessible to disabled.

3.5.6 The car park structure and layout means the car park in essence spirals upwards, with a flat landing area at the northern and southern sections of the car park, and a one-way ramp system spiralling upward around the outside and downwards on the inside, illustrated in Figure 3.8.

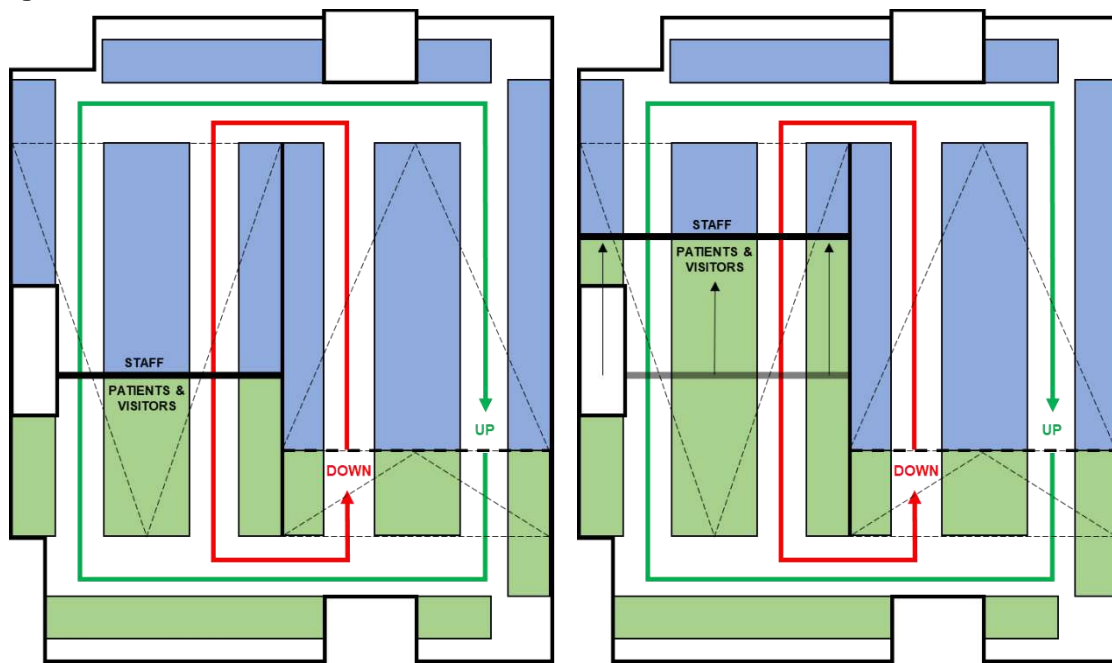
Figure 3.8: MSCP Ramps and Layout



Source: Mott MacDonald

- 3.5.7 It is therefore simple to reallocate spaces from staff to patients and visitors by relocation of hanging signage and relocation of markings and/or wall signage as reflected in Figure 3.9.

Figure 3.9: Flexible MSCP Allocation



Source: Mott MacDonald

- 3.5.8 The reallocation of spaces between staff and patients/visitors can be done very quickly and on a reactive basis if ever needed.

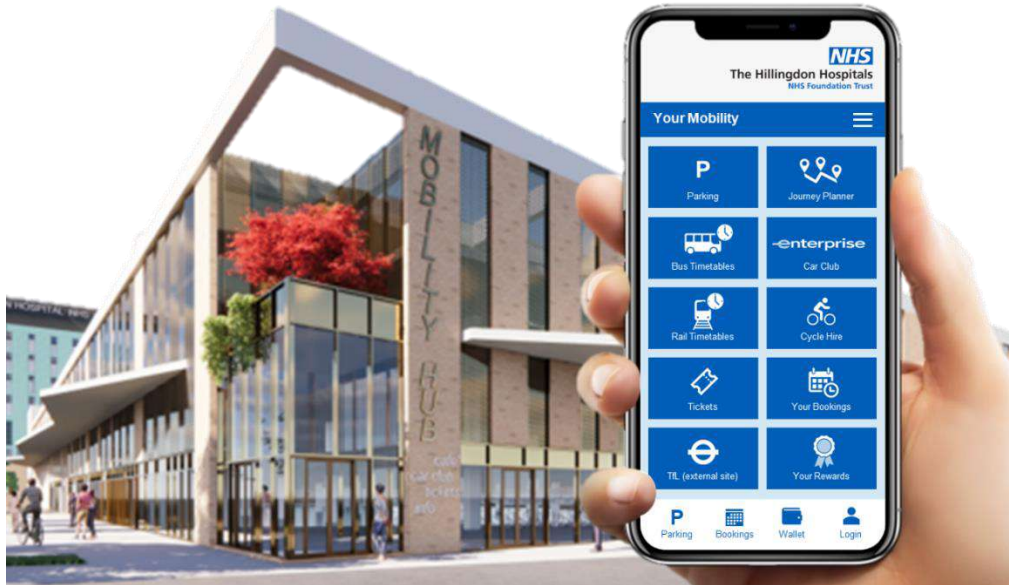
- 3.5.9 The idea of the flexible car park also sits well with the surface car park that will be delivered in Phase 1c. The surface car park will be fully allocated to patients and visitors (except for a small rapid charge hub open to any hospital user).
- 3.5.10 As the Travel Plan is implemented and travel demand, including parking demand monitored, the objective will be to manage down parking demand over time. The MSCP flexibility can then be used to reallocate parking from staff to patients and visitors and, subject to the success of the Travel Plan, parking spaces in the surface car park can also be withdrawn in the future.

3.6 Proposed Mobility Hub

- 3.6.1 Detailed analysis of the current travel and parking situation on site has been coupled with the analysis of future travel demand. This analysis determined that to enable and promote a continuing shift towards more sustainable modes at Hillingdon Hospital, investment into new mobility measures is needed.
- 3.6.2 Several transport solutions have been developed which focus on an evidence based and strategy led solution. The intention is to enable and promote the use of sustainable transport and multi modal travel through the provision of a Mobility Hub as part of the proposals, which will serve the hospital, opportunity site and surrounding community.
- 3.6.3 Physically the Mobility Hub is contained and centred at the multi storey car park at the junction of Field Heath Road and the main hospital access. This will enable coordination between elements within the car park such as car club, car sharing, EV charging and cycle storage, with other sustainable modes.
- 3.6.4 The Mobility Hub will comprise sustainable transport facilities and information, as follows:
- Secure internal cycle parking
 - External cycle stands
 - Bus stops
 - Live bus timetable information
 - Journey planning information
 - Help points
 - Bike hire (Santander, Brompton, e-bikes)
 - Car club
 - Car sharing
 - EV Charging
 - Accessible and disabled parking bays
 - Patient parking and drop-off area
 - Staff parking bays
 - Wayfinding information
- 3.6.5 Through consultation with potential delivery partners, it was apparent that opportunities for sustainable travel are sometimes missed when solutions overlook accessibility and convenience when being planned. This is particularly relevant to the digital aspects of Mobility Hubs/multi modal transport, as solutions often require users to create multiple accounts for each mode, buy different tickets, hold different payment methods, and coordinate modes and services themselves.
- 3.6.6 It is therefore extremely important that a future 'Mobility App' is developed to accompany the Mobility Hub, to make mobility solutions accessible via mobile or desktop and to putting transport choices at users' fingertips. A concept for a Mobility App has therefore been

developed as part of the vision for the Mobility Hub and is intended to be developed prior to the Mobility Hub opening. It is described below and is illustrated conceptually in Figure 3.10.

Figure 3.10: Mobility App Concept



Source: Mott MacDonald

3.6.7 The Mobile App has been explored with multiple potential delivery partners and provides the opportunity to integrate the following functions:

- Login/sign up to Mobility account (including all components within the app)
- Access to secure cycle parking
- Access to cycle hire booking/payment
- Access to car club booking/payment
- Access to car sharing information
- Access to public transport timetables/tickets/payment
- Access to car park information, tariffs, permit validation system (for staff) and payment
- Access to journey planner
- Ability to integrate direct payment method with Mobility App
- Rewards system to promote sustainable choices

3.6.8 Another opportunity presented through the digital capability of this approach to enabling mobility is the ability to gather data on a wide range of modes and travel demand which can be used to monitor progress, identify successes, and determine future needs or changes to the TP. The monitoring approach is discussed in Chapter 11.

3.7 Walking

3.7.1 The proposed development has been designed to provide all site users with a high-quality environment within which walking and travel by active modes will be central to its success as a modern and high-quality healthcare campus.

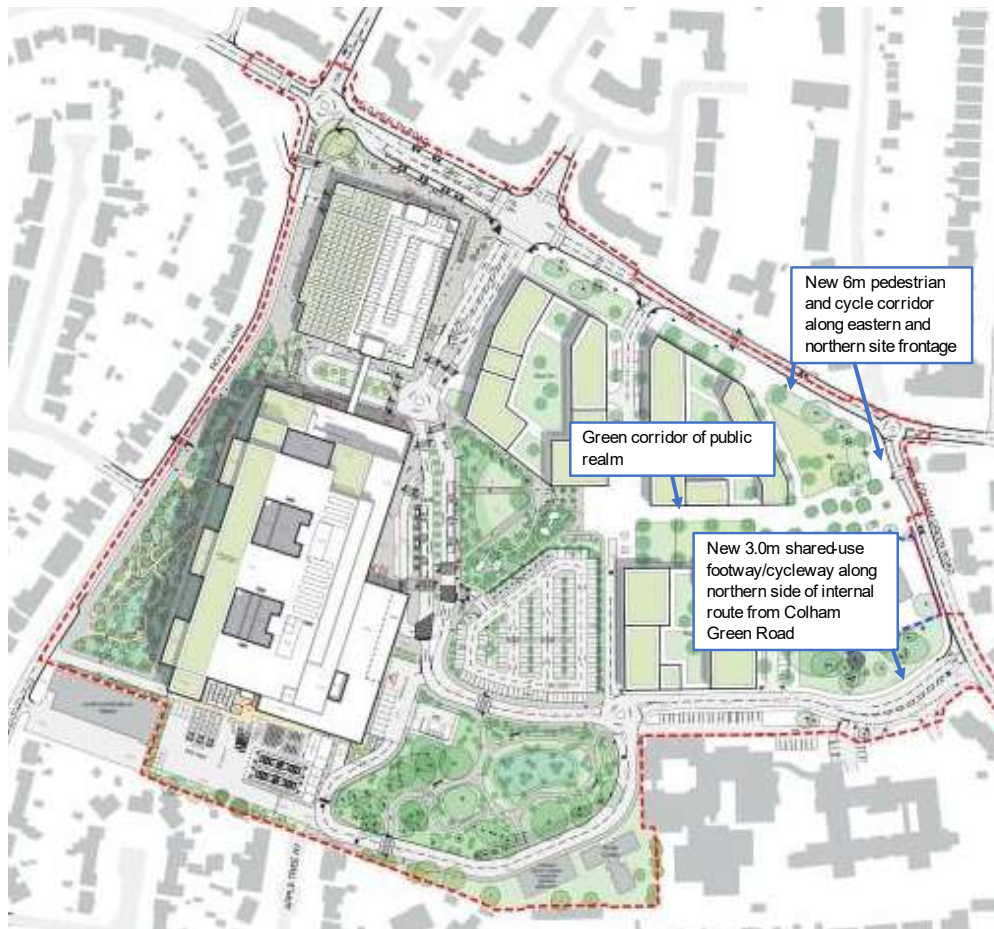
3.7.2 Improvements to walking access include:

- A network of high-quality pedestrian routes and public realm areas within the site.

- 2.0m footways provided alongside all roads within the site. This is increased to 3.0m where low speed shared-use pedestrian and cycle routes are provided.
- A green corridor through the site from Colham Green Road to a central triangle of public open space which is east of the new hospital building.
- Changes to the Main Entrance signalised junction to include single phase crossing facilities on all arms of the junction, simplifying the crossing, prioritising pedestrian movement, and providing safe crossing facilities.
- A new zebra crossing on the southern arm of the Royal Lane and Pield Heath Road mini roundabout, providing a connection west for trips on-foot towards Brunel University.
- Widening of the footway to 2.0m on the southern arm of the Colham Green Road and Pield Heath Road junction roundabout.
- A new signalised crossing on Pield Heath Road west of Royal Lane
- A new crossing on Royal Lane at Bradshawe Waye
- Addition of tactile paving on eastern arm of the Pield Heath Road/Royal Lane mini roundabout
- A widened footway on the northern side of Pield Heath Road
- An area of public realm on the south of Pield Heath Road
- Priority crossings with tactile paving at all crossings along the boulevard within the hospital areas of the site
- Provision of an eastern footway on Colham Green Road, south of its junction with Pield Heath Road, leading to a new controlled crossing
- New continuous 2.0m footway leading to the relocated Children's Nursery

Figure 3.11 shows the pedestrian routes and crossings etc. within the site and also identifies the green corridor along the site frontages and new east / west pedestrian facilities, as described above.

Figure 3.11: Proposed Pedestrian Improvements



Source: IBI

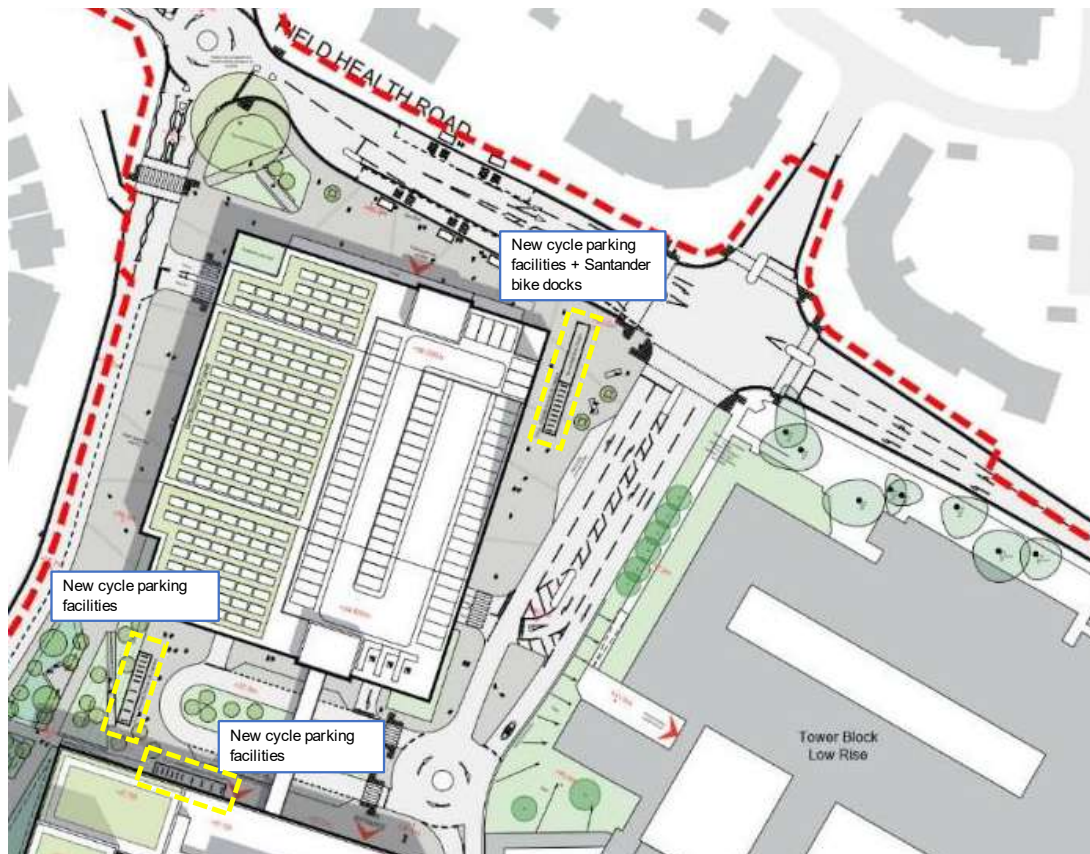
3.8 Cycling

On-Site

- 3.8.1 The proposed development has been designed to enable cyclists to access the site from the Field Heath Road frontage and from Colham Green Road.
- 3.8.2 The proposed layout defined in the masterplan, provides a new mobility hub which will provide high quality cycle facilities. The mobility hub proposals are discussed further in Section 3.6.
- Improvements to the cycling infrastructure include:
- Provision of secure internal long stay cycle parking;
 - Conveniently located short stay cycle parking;
 - A dedicated 6.0m pedestrian and cycle route along the northern and western frontage;
 - A low-speed environment within the site; and
 - A cycle hire scheme.
- 3.8.3 The infrastructure along Field Heath Road running parallel to the hospital site will be upgraded to include a 6m movement corridor, which will contain both pedestrian and cycle provision. The shared provision runs from the junction with Royal Lane, past the proposed Phase 2 residential access junction, and continues to the junction with Colham Green Road.

- 3.8.4 The internal hospital link, accessed by Colham Green Road, will have an upgraded shared use foot/cycle way on one side of the highway. The upgraded provision will be 3m wide, to enable free and safe movement for all users, and will connect to the new hospital and the central 'Green Corridor'. The proposed cycling improvements are shown in Figure 3.12.

Figure 3.12: Proposed Cycling Improvements



Source: IBI

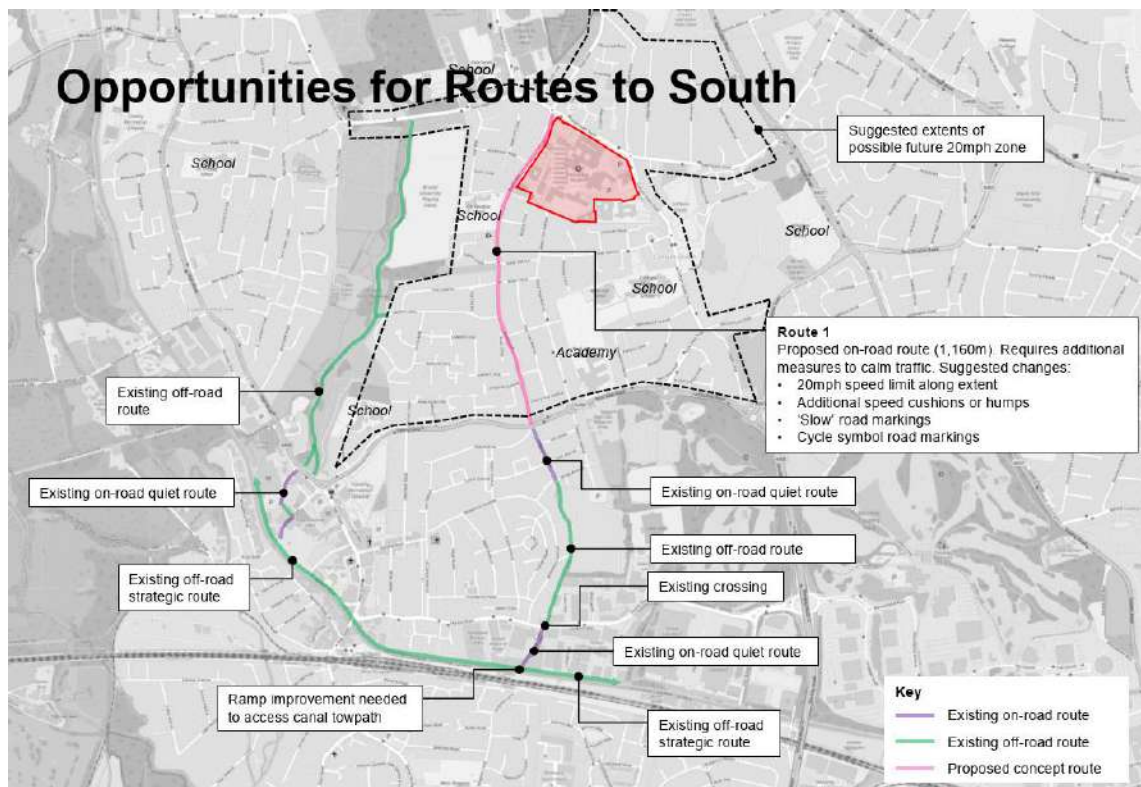
Off-Site

- 3.8.5 As part of the development of the proposals for the site a review of the cycling conditions and facilities in the local area was undertaken and presented to LBH and TfL. The review found that the existing road network surrounding the hospital is constrained. Different routes have different characteristics but a common theme is that there is very limited space in which to provide any dedicated or segregated cycling facilities.
- 3.8.6 The current local highway network is predominantly made up of 30mph roads, with some 20mph roads. However, observed 85th percentile speeds tended to be just above the posted speed limit, this being particularly evident on the 20mph roads. There is also a lack of cycling infrastructure in the local area, with limited connections to the strategic cycling network.
- 3.8.7 It was therefore agreed with LBH and TfL that improvements needed to focus on making the road environment safer through a lowering of traffic speeds on the surrounding network. In addition, there was agreement that, in this instance, cycling infrastructure interventions need to be met through developing measures to promote enhanced protection of cyclists on road, such as traffic calming and cycle priority measures. It was also agreed that a financial contribution to local cycle enhancements, via a Section 106 agreement, would be the most appropriate mechanism to facilitate such improvements.

3.8.8 A concept package of improvements was subsequently developed and circulated to LBH and TfL. This contained a range of recommended improvements along specific routes around the site. The routes are shown in Figure 3.13 to Figure 3.15 and listed below. Recommended measures are shown in Table 3.3;

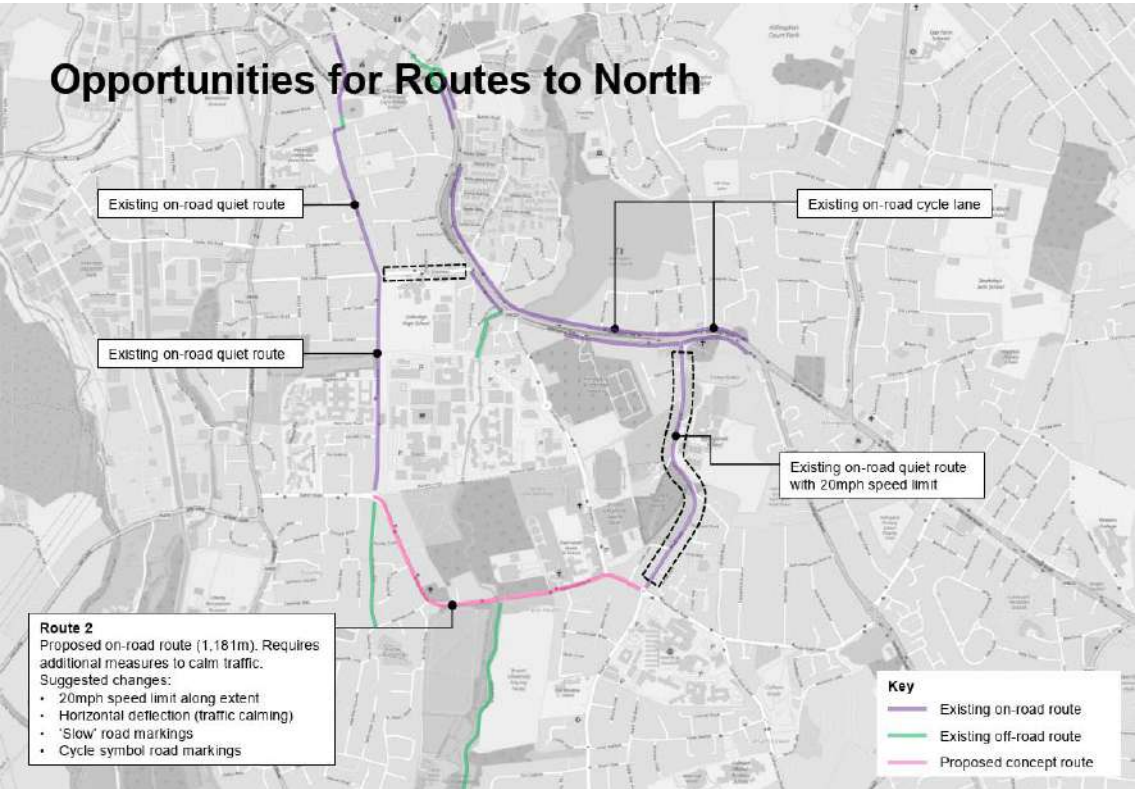
- Route 1: Routes to the South – Royal Lane South from Field Heath Road to Falling Lane
- Route 2: Routes to the North – Pield Heath Road from Royal Lane to Cleveland Road
- Route 3: Colham Green Road – Colham Green Road from Hospital Entrance to Park View Road

Figure 3.13: Concept Improvements for Routes to the South



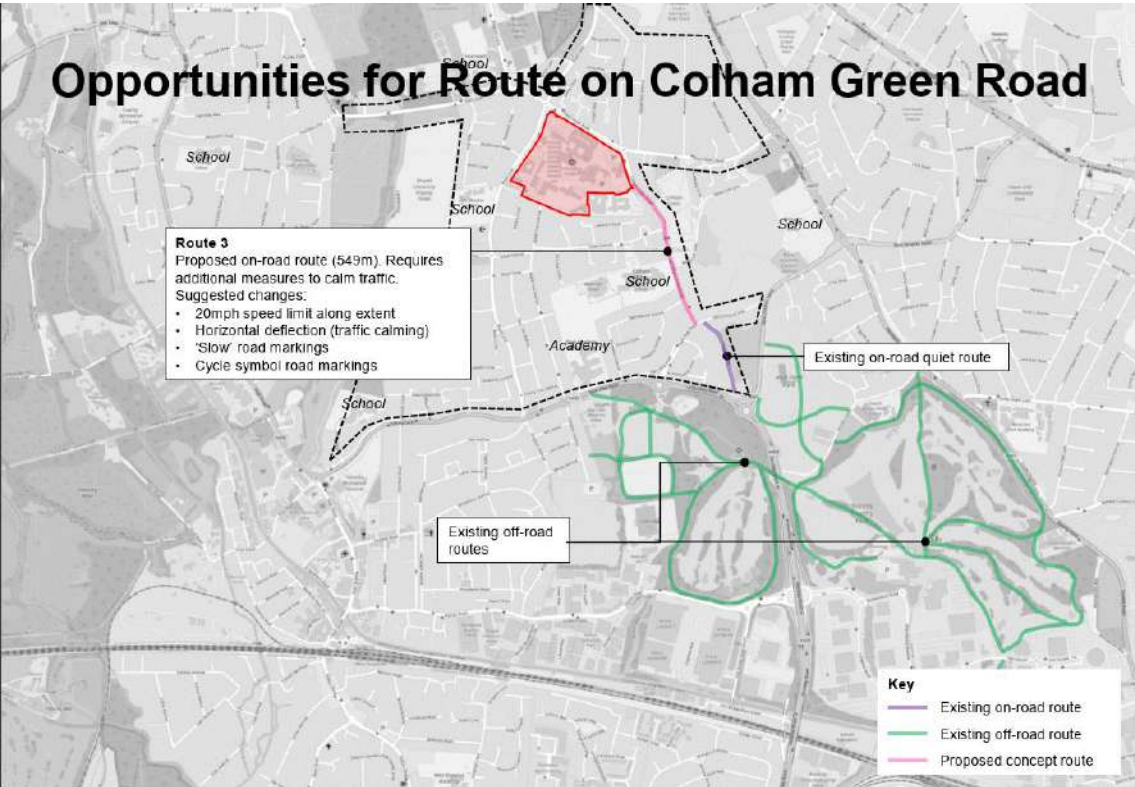
Source: Mott MacDonald

Figure 3.14: Concept Improvements for Routes to the North



Source: Mott MacDonald

Figure 3.15: Concept Improvements for Route on Colham Green Road



Source: Mott MacDonald

3.8.9 Table 3.3 shows the recommended improvements on three key routes in the local area.

Table 3.3: Recommended Improvements to the Local Cycling Network

Concept Design	Route 1	Route 2	Route 3
Total Length	1,160m	1181m	549m
Speed cushions to reduce speeds to 20mph	4 pairs	-	-
Horizontal deflection (traffic calming) – road narrowing or chicane with cycle bypass	-	2	2
SLOW road markings (bi-directional)	5	5	2
Cycle road markings	5	5	2
Coloured and textured surfacing (full width)	-	2	-

Source: Mott MacDonald

3.9 Public Transport

Bus

- 3.9.1 The current hospital is served by six TfL Bus Services accessible from four bus stops. These are the U1, U2, U3, U4, U5 and U7 services. These existing services will be maintained with improvements to the bus stops that serve the site.
- 3.9.2 Two stops are located on Pield Heath Road to the north-west of the hospital and provide access to all services in both directions. These stops will be enhanced through crossing improvements, footway widening, new shelters with live timetable information and additional supplementary services provided through the Mobility Hub and App (ticketing, journey planner etc.).

- 3.9.3 There is a further stop on Pield Heath Road north-east of the site which provides access to all services eastbound only and a stop on Colham Green Road which provides access to the U1, U3 and U5 services westbound only. The existing shelters will be upgraded and will provide live timetable information.
- 3.9.4 As part of the improvements, a corridor widening scheme will be delivered at and around the existing bus stops on Pield Heath Road to the north-west of the hospital. This will enable two-way flow of traffic between stopped buses, something which is not currently possible due to the width of the carriageway, causing traffic congestion along the corridor.
- 3.9.5 In addition, as part of Phase 1c a bus diversion through the site, between Pield Heath Road and Colham Green Road, will be created, with new bus stops located between the main hospital entrance and the A&E entrance.
- 3.9.6 The current hourly frequency of timetabled services at Hillingdon Hospital are summarised in Table 3.4.

Table 3.4: Current Hillingdon Hospital TfL Bus Service Hourly Frequencies

Time	U1		U2		U3		U4		U5		U7	
	EB	WB	EB	WB	EB	WB	EB	WB	EB	WB	EB	WB
First	0610	0513	0507	0535	0430	0536	0524	0542	0511	0537	0530	0538
0400-0500	-	-	-	-	2	-	-	-	-	-	-	-
0500-0600	-	4	2	2	3	2	3	2	4	2	1	1
0600-0700	3	4	3	3	4	4	5	4	5-6	4	3	2
0700-0800	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4	2	2
0800-0900	4	4	3	3	5-7	5-6	5-7	5-7	5-6	5-6	2	3
0900-1000	4	4	3	3	5-7	5-6	5-7	5-7	5-6	5-6	2	2
1000-1100	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1100-1200	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1200-1300	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1300-1400	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1400-1500	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1500-1600	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	3	2
1600-1700	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1700-1800	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1800-1900	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
1900-2000	4	3	3	3	4	5-6	5	5	5-7	4-6	2	2
2000-2100	3	2	3	3	4	4	3	3	4	5	2	3
2100-2200	2	2	3	3	3	3	3	3	3	3	2	2
2200-2300	2	2	3	3	3	3	3	3	3	3	2	2
2300-0000	2	2	3	3	3	3	3	3	3	3	2	2
0000-0100	2	2	1	1	1	3	1	1	1	2	2	1
Last	0105	0038	0008	0017	0002	0048	0009	0002	0013	0037	0100	0029
Typical daytime frequency per hour	4	4	3	3	5-7	5-6	5-7	5-7	5-6	4-6	2	2
Typical daytime hourly services	47-57 hourly daytime services in both directions											
Total daily services	Approximately 840 daily services in both directions											

Rail and Underground

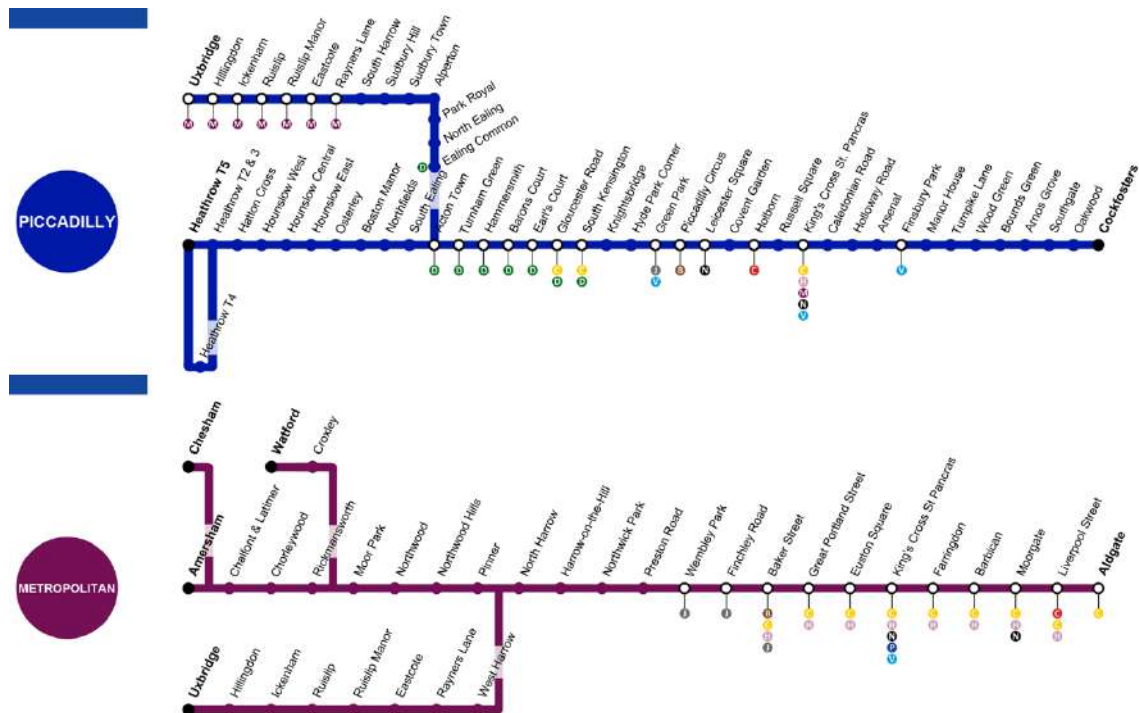
3.9.7 The nearest rail/underground services are in West Drayton and Uxbridge.

3.9.8 Access to the hospital by rail and underground comprises a multi-modal journey with part carried out on-foot, by bike or using a bus to connect between the hospital and the relevant stations.

Uxbridge

3.9.9 Uxbridge Underground Station is located approximately 2 miles north of Hillingdon Hospital. The Station is located on the Metropolitan and Piccadilly lines of the of the London Underground, as shown in Figure 3.16.

Figure 3.16: Uxbridge Underground Station Lines



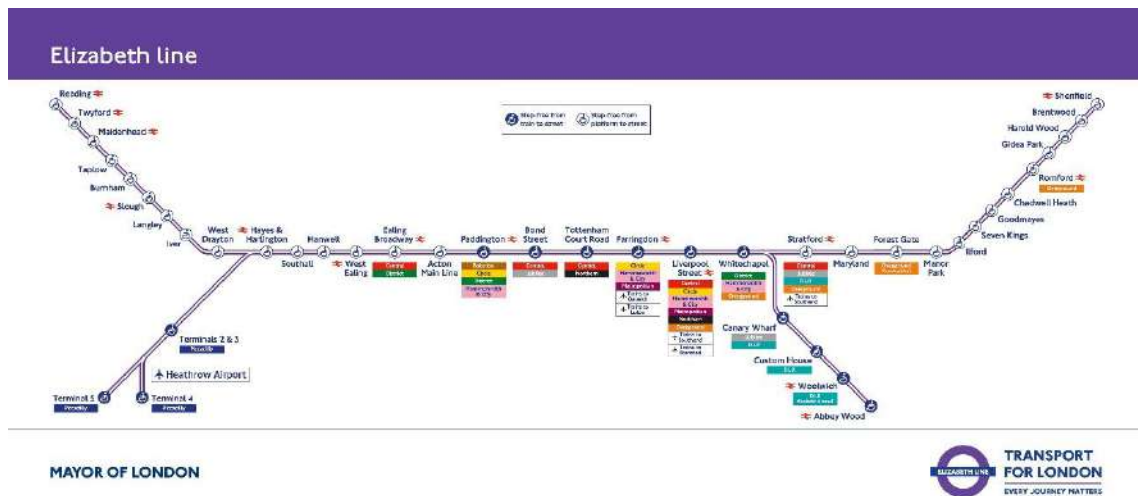
Source: [London Tube Map](#)

- 3.9.10 The station is the terminus of the Uxbridge branches of both the Metropolitan line and the Piccadilly line. The next station towards London is Hillingdon. The Piccadilly Line provides connections towards Wembley, Ealing and Central and North London. The Metropolitan Line provides connections towards Harrow, Camden, and City of London.
- 3.9.11 Uxbridge Station can be accessed using the U1, U3, U4 and U5 bus services, jointly these operate at around 20 services per hour throughout the day, reducing to 10 per hour in early morning/late evening periods.
- 3.9.12 The walking time from the station to the hospital equates to 30 to 40 minutes (depending on speed/fitness level) whilst the cycling time is 10 to 15-minutes.

West Drayton

- 3.9.13 West Drayton Overground Station is located approximately 2 miles south of Hillingdon Hospital. West Drayton station is served by stopping services run by Great Western Railway and TfL Rail between Paddington and Reading as well as two trains per hour to Didcot Parkway. These services run six days a week with four trains hourly — two from Reading and two from Didcot Parkway. On Sundays a half-hourly service operates with one Reading and one Didcot Parkway service in each direction. Typical journey times are just over 20 minutes to Paddington, and just under 40 minutes to Reading.
- 3.9.14 West Drayton sits on the reading spur of the Elizabeth Line, which will provide high speed rail connections across London. The route map is shown in Figure 3.17.

Figure 3.17: Elizabeth Line Map



Source: [Crossrail](#)

3.9.15 West Drayton station has benefitted from major improvements in preparation for the new Elizabeth line services, as follows:

- A redeveloped main ticket office and improved ticket hall layout
- New platform canopies
- New customer information screens and signage
- 200+ metre long platforms
- Accessibility enhancements by provision of lifts
- Step-free access from platform to street
- Improvements to the area around the station in partnership with Hillingdon Council

3.9.16 Crossrail is expected to open to passengers from as early as 2022. This will provide an additional high frequency and rapid public transport mode that will enable sustainable travel to and from the development site. There are no proposed changes to the underground or rail proposed as part of the hospital redevelopment.

PTAL

3.9.17 Public Transport Accessibility Level (PTAL) is a TfL measurement of the accessibility of a point from a development site to the public transport network, considering walking access times and service availability. The method is essentially a way of measuring the density of the public transport network in London at specific points. A PTAL score can range from 0 to 6b, where a score of 0 indicates the “worst” and 6b indicates an “excellent” accessibility level. Current data shows that the PTAL at Hillingdon Hospital varies between 2 and 3. The PTAL rating of 2 is seen along the Pield Heath Road and Colham Green Road corridors, but the rating lowers to 3 within the site. This reflects current walk distances to stops due to the fragmented site layout and indirect routes through the site. The hospital redevelopment and the new initiatives being put in place will provide an opportunity to improve the PTAL score from its current score of 2/3 to by increasing the rating within the site, potentially to a value of 4, mainly due to improved walking distance and accessibility to public transport.

3.9.18 PTAL scenarios have been calculated using the PTAL calculation method, as adopted by TfL. The existing PTAL is based on 29.5 buses per hour (bph) in the worst-case direction (eastbound in this case due to walk distance).

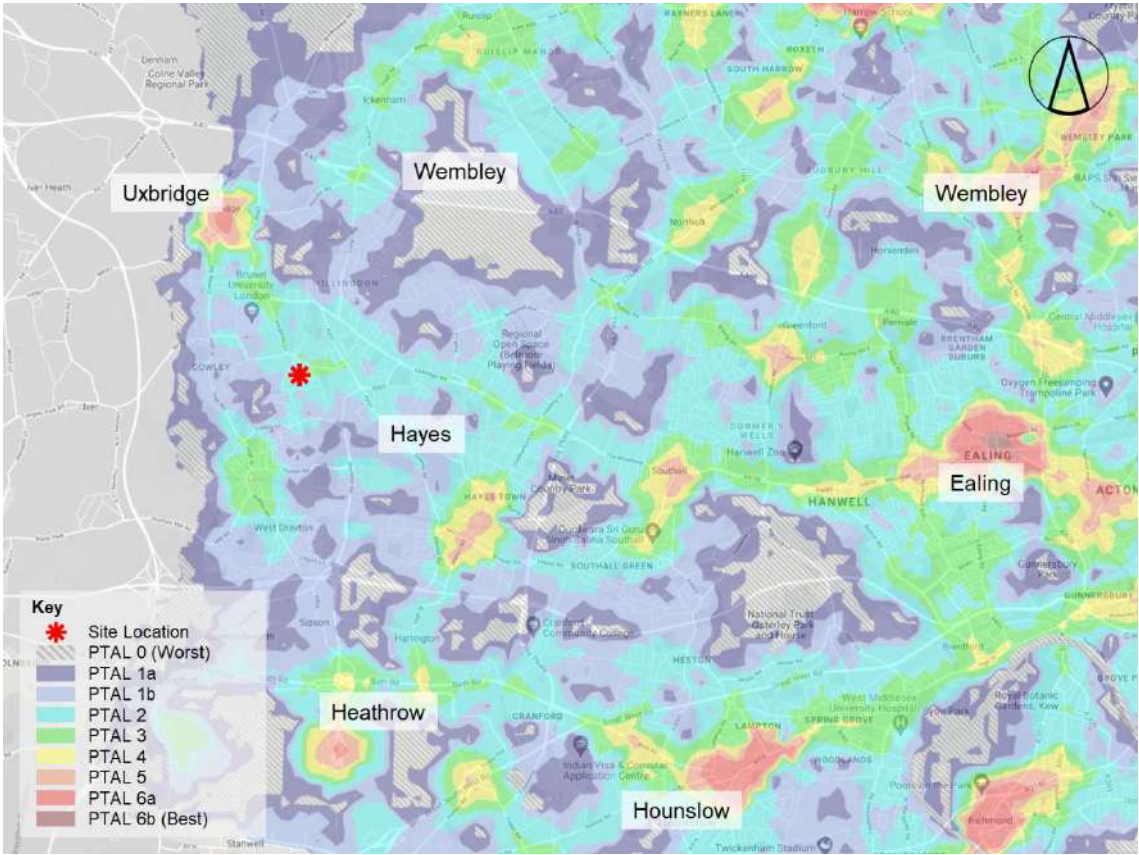
- 3.9.19 Table 3.5 shows the PTAL scenarios considered along with the calculated PTAL based on the adopted parameters in each scenario.

Table 3.5: PTAL Calculation Scenarios

PTAL Scenario	PTAL Rating (Accessibility Index)		Comments
	Within Site	Pield Heath Road	
PTAL Scenario 1 – Existing PTAL	2 (6.90)	3 (12.3)	Existing PTAL
PTAL Scenario 2 – Forecast PTAL based on current proposals and maintained existing bus services	3 (10.51)	3 (12.3)	Forecast PTAL based on existing services, benefit of direct walking route due to simple site layout. Current PTAL maintained on Pield Heath Road.
PTAL Scenario 3 – Hypothetical PTAL based on current proposals and service frequency enhancements to achieve a PTAL of 4 on Pield Heath Road	3 (12.72)	4 (15.31)	Requires service enhancements from 29.5 bph to 41.5 bph (+12 bph) per direction. Deemed unfeasible due to strong commercial case that would be required.
PTAL Scenario 4 – Hypothetical PTAL based on bus stops within the site and service frequency enhancements to achieve a PTAL of 4 in either assessed location	4 (15.31)	3 (12.72)	Requires service enhancements from 29.5 bph to 41.5 bph (+12 bph) per direction. Deemed unfeasible due to strong commercial case that would be required.

- 3.9.20 This shows that in order to achieve a PTAL of 4 either within the site or at the existing Pield Heath Road bus stops, the existing service would need to be increased by 12 buses per hour in each direction (24 buses per hour in total).
- 3.9.21 Without significant service enhancements, the PTAL cannot be improved above a rating of 3. As a result the focus of public transport improvements as part of the redevelopment has been on the bus stop infrastructure and operation of the network along Pield Heath Road. The proposed site layout will provide a significant benefit to site users, making stops more accessible and more prominent.
- 3.9.22 During discussions with TfL and LBH during the development of the proposals, TfL noted that, for an area such as Hillingdon Hospital with no nearby access to a rail or underground station, a PTAL rating of 3 is high. For reference, TfL's PTAL map has been reviewed as presented in Figure 3.18. This shows the existing (base year) PTAL map covering West London. With the exception of Uxbridge and West Drayton, the maximum PTAL rating in the nearby area is 3.

Figure 3.18: West London PTAL Map



Source: TfL WebCAT

4 Transport Services

4.1 Introduction

- 4.1.1 The Trust's own transport services transport consists of two areas: patient transport and non-patient transport. The non-patient transport service is managed in-house, whereas non-emergency Patient Transport is contracted to [HATS Patient Transport](#).

4.2 Transport Services

- 4.2.1 Table 4.1 outlines the Trust's transport services and associated vehicles.

Table 4.1: Current Transport Services

Transport Services	Service Description	Vehicle Use
Patient Transport – Emergency	This service is covered through London Ambulance Services.	Emergency ambulances and first responder cars
Patient Transport – non-emergency	This is contracted with HATS Group. This service is based on essential criteria set to evaluate the patient transport requirement.	12 Minibuses
Transport and Courier Service	The Trust Transport team manages all its transport and courier services including internal post, medical samples, patient prescriptions delivery, CCG service requests, etc.	A range of vans - leased by the Trust
Shuttle Bus Service	The Trust Transport team manages the Shuttle bus service between the hospitals for both visitors and patients.	Minibus - leased by the Trust

- 4.2.2 The proposed redevelopment brings the opportunity to increase the frequency of the shuttle bus offering for patients. This is currently being subjected to review by the Trust.

4.3 Fleet Vehicles

- 4.3.1 At Hillingdon Hospital as of 2019/2020, there was a fleet of 24 vehicles in operation including cars, minibuses, and light vans. Hillingdon Hospital manages the transport for both of its sites, with the vehicles typically located and parked at the Hillingdon Hospital site. The STTP published by The Trust stated that as of July 2020, 17% of these vehicles were electric.
- 4.3.2 The Trust are aiming to replace the remaining fleet vehicles with electric vehicles by 2032. In addition to this, there is the opportunity for better co-ordination between departments to minimise demand for logistics, particularly off-site logistics. The site layout, service yard and internal goods circulation is also expected to minimise the need for such a large fleet of vehicles.

4.4 HATS Patient Transport

- 4.4.1 Non-emergency patient transport is contracted out to HATS Group. HATS Group operate their Hillingdon Hospital minibuses from the hospital. As of 2019/2020, HATS had a fleet of 12 minibuses to support this dedicated patient transport service. These minibuses are booked on demand as part of the patient appointment process to provide access to the hospital for those who are most vulnerable or have no other means of travelling to their appointment. Patient

bookings and routings are coordinated in an efficient manner to minimise driving distance where possible. HATS Group are committed to reducing their business activity related impacts and are aiming to make approximately 75% of the vehicles utilised by the Hillingdon Hospital fully electric.

4.5 Grey Fleet

- 4.5.1 Though not directly a transport service, staff working for the Trust occasionally use privately owned vehicles to undertake business mileage, on behalf of the Trust. This is referred to as grey fleet mileage and includes business related travel between Mount Vernon and Hillingdon hospitals.
- 4.5.2 The Trust is not responsible for procuring, insuring, or maintaining grey fleet vehicles, although it has a duty of care that extends to the driver and other road users. However, the Trust does have a responsibility for the level of emissions generated by such mileage.
- 4.5.3 Recently the Trust commissioned a consultancy to assess the extent of its grey fleet travel and help it understand how the resulting emissions may be reduced. The assessment found a number of key themes that could be implemented to improve staff business travel, reduce grey fleet costs to the Trust, and reduce emissions. The recommendations of the assessment were as follows:
- Develop the existing travel hierarchy and enforce the application of this.
 - Require daily rental providers to cap the CO2 emissions of cars provided at a maximum of 100g/km based on the New European Driving Cycle (NEDC) or 120g/km based on the Worldwide Harmonised Light Vehicle Test Procedure (WLTP).
 - Introduce electric pool cars that staff are encouraged to use.
 - Consider promoting wider use of car clubs, so that staff can have access to a low emitting modern car for journeys of short duration, for example when a pool car may not be available
 - Consider introducing a salary sacrifice scheme for company cars. When structured correctly, this should be cost neutral to the Trust.
 - Introduce a policy that defines the maximum age, condition, suitability, safety rating and emissions that must be met before a vehicle can be used for grey fleet travel.
 - Determine whether there is a robust audit process that checks whether drivers and vehicles are eligible for grey fleet travel, based on parameters, set out in the Travel and Expense Policy, and including any further environmental controls that may be introduced as a result of this report, e.g. a CO2 cap and minimum safety rating.
 - Introduce a mileage claims system that captures the vehicle registration number of vehicles used and ideally logs journeys and calculates mileage based on postcode to postcode, thereby enhancing accuracy and making it easier for staff to submit claims. Many organisations in the NHS use a system which includes this functionality.
- 4.5.4 Some of the above recommendations for managing grey fleet travel and reducing costs and emissions have been included in the measures section of this Travel Plan Framework.

5 Travel Surveys

5.1 Introduction

- 5.1.1 Travel surveys help understand travel patterns and identify modal shifts in travel behaviour. They are used to develop targets and objectives within a travel plan. The Trust has historically commissioned TRICS travel surveys every two years and also TRICS surveys as part of a Section 106 agreement of a planning permission with LBH. The last TRICS survey was done in July 2018. The Trust also planned to carry out a survey in 2020 but due to COVID 19 pandemic, surveys were suspended. More recent surveys are still waiting to be undertaken at the time of preparation of this document.

5.2 Previous Survey Results

- 5.2.1 Table 5.1 shows the results of the 2016 and 2018 TRICS Travel to Work surveys.

Table 5.1: Previous Survey Results

Mode	2016	2018
Pedestrians	8.4%	11.4%
Cyclists	0.5%	0.6%
Bus Users	13.2%	15.1%
Coach Users	0.6%	0.5%
Rail Users	1.2%	0.6%
Multi-vehicle occupants	36.8%	33.6%
Single vehicle occupants	39.4%	38.2%

- 5.2.2 The surveys showed that between 2016 and 2018 the number of staff who walked, cycled, or used the bus to get to work increased, as follows:
- Pedestrians +3%
 - Cyclists +0.1%
 - Bus Users +1.9%
- 5.2.3 However, the number of those car sharing or driving to the site or travelling via train reduced. It should be noted that the data used to inform the travel plan is gathered every two years and covers a single day. As with all healthcare settings, there are fluctuations over different periods of the year which affect travel demand. Staff shift times and hours can affect the ability of staff to car share, and poor/good weather can affect mode choice on a given day.

5.3 Future Surveys

- 5.3.1 Post occupation of the proposed redevelopment the Trust will have access to a much wider range of travel monitoring opportunities based on live data. This will reduce the need to do manual surveys and will enhance the monitoring and reporting schedule. The data driven approach will allow reports to be continually updated and automatically produced, creating a much more streamlined approach which can be used to monitor progress, assess impacts in real time and the effectiveness of any changes that are made. Opportunities for further monitoring and surveys are discussed within Chapter 11 of this report.

6 Progress and Achievements

6.1 Introduction

6.1.1 This section outlines the progress and achievements made to date as provided within the the Trust STTP document.

6.2 Progress to Date

6.2.1 The Trust's 2020 STTP document (revised July 2021) sets out the following had been achieved in the previous year:

- Establishment of contacts with the local council and TfL.
- Establishment of the Bicycle User Group (BUG).
- Embedding of education in the Trust Sustainability Awareness Course.
- Appointment of a Travel Plan Co-ordinator.
- Review of cycle facilities, safety, and security.
- Enhancement of secure cycle parking facilities.
- Promotion of cycle safety and security best practice.
- Development of requirements for the New Hospital Programme.

6.3 Future Progress

6.3.1 The Trust has been making sustainable travel a priority with several very significant achievements in recent years. Section 11.3 sets out how future progress and overarching achievements will be monitored going forward post-occupation of the proposed development.

7 Objectives, Goals and Targets

7.1 Introduction

7.1.1 This TP should be viewed as a ‘living document’ which is regularly reviewed in line with the existing review structure undertaken to produce the Trust’s STTP, which focuses on implementing measures and reviewing travel patterns. To help steer and progress this TP and the subsequent Trust STTP documents, objectives and targets must be established. Objectives set out the overall aims of the TP at a broad level, whilst targets set measurable goals, against which the ongoing success of the TP can be measured to ensure it is being implemented successfully.

7.2 Trust Objectives

7.2.1 The following are the Trust objectives to meet national policies, the NHS long-term commitments, local government commitments, and the Trust’s own sustainability, health and wellbeing commitments.

1. To work towards developing a partnership work-relationship based on mutual objectives with the local council and TfL.	2. To work towards cutting business mileages and NHS fleet air pollutant emissions in line with the NHS LTP commitments and LMTS.	3. To ensure that any car leasing schemes restrict the availability of high-emission vehicles.	4. To minimise Single Occupancy Car (SOC) use to the sites, whilst recognising that car use will remain an important form of travel for some people.
5. To promote more cycle to work schemes.	6. To integrate the Travel Plan objectives into other corporate policies such as the Health and Wellbeing, Car Parking Management Policy, and clinical health plans.	7. To develop aspirational requirements for the new hospital programme aimed at delivering in line with net-zero carbon standards.	8. Implement a long-term shift towards increased adoption of virtual mobility where feasible.
	9 Encourage staff adoption of electric vehicles.	10. Develop a fully integrated community mobility hub.	

7.3 Goals

7.3.1 Table 7.1 provides a list of the agreed upon goals for the Trust. These are linked to the above-mentioned objectives. These goals should be updated prior to occupation of the proposed development to ensure they accurately relate to the situation at that time.

Table 7.1: Framework Travel Plan Goals

Objective	Goal
Partnership work	Explore mutual objectives and governance process
	Identify funding opportunities
	Plan and deliver joint events to engage users.
	Sign up for Clean Van Commitment.
	Plan and communicate joint messages
Establish carbon emissions	Develop a robust mileage (travel and fleet) reporting system

Objective	Goal
	Validate carbon emissions and establish a baseline
	Meet the data set requirements for annual reporting.
Restrict high emission vehicles	Review vehicle leases and current standards.
	Cease mileage allowance for large engine size.
	Develop a plan to meet the ultra-low emission standards.
Minimise single occupancy car trips	Review current staff car parking policy and tariffs.
	Develop incentivisation schemes to reduce car use/permits
	Pilot innovative car share scheme.
	Engage users by promoting the benefits of healthy travel.
Enhance cycle to work facilities	Work with partners to improve cycle provision
Engagement and promotion	Promote Trust's Salary Sacrifice Scheme widely.
	Explore and promote cycle mileage allowance and promote.
	Plan for events such as Dr. Bike and Bike Security Marking.
	Explore freebies and discounts for staff from local stores.
	Develop Intranet and Internet content
Clean air plan	Develop in line with the Clean Air Hospital Framework.
Governance	Establish Sustainable Travel and Transport Group.
	Conduct travel surveys in 2020 when circumstances permit.
	Revise all modal targets including patients and visitors.
	Electric fleet vehicles
Future aspirations	Encourage use of NHS discounts on sustainable travel – TfL Business Travel Discounts, Enterprise Car Club
	Continue to promote and adopt agile working and digital healthcare delivery
	Provide case studies on the hospital intranet where colleagues (of all backgrounds) share their positive sustainable transport stories.
	Provide examples of changes made in other hospitals and the positive results they have seen
	Improve promotion and visibility of schemes onsite

7.4 Targets

- 7.4.1 To achieve the objectives and goals set out above, the Trust will be working towards a set of targets for modal split related to staff travel to site.
- 7.4.2 The redevelopment consists of an extensive list of changes to the existing transport infrastructure within and out with the site. Therefore, existing targets would not be comparable against any future targets regarding travel to the site. For robustness, new targets for travel have been calculated using the Clinical Travel Demand Model. This method has been described further within the Transport Assessment that accompanies the planning this application for the development.
- 7.4.3 The current and proposed targets are presented within Table 7.2.

Table 7.2: Trust Targets

Travel Mode	TRICS Survey 2018	2020 Target	Future Targets (Scenario 2 CTDM)
Pedestrians	11.4%	12.0%	26.0%
Cyclists	0.6%	1.0%	9.0%
Bus Users	15.1%	16.0%	16.0%
Coach Users	0.5%	0.6%	0.0%
Rail Users	0.6%	0.6%	0.0%
Car Passenger	33.6%	34.0%	16.0%
Car Driver	38.2%	36.0%	34.0%

- 7.4.10.1 It should be noted that the proposed targets will be updated upon completion of the proposed development and future (post pandemic) travel surveys. The latter will provide a new benchmark for multi modal travel targets that more effectively reflect the future situation and travel demand at that time. This will then allow realistic and reasonable targets to be put in place to encourage a shift to the use of sustainable modes, based on the results of future surveys, and which will best represent the future situation.

8 Measures

8.1 Introduction

- 8.1.1 The main core of a TP is its package of measures, which can be a mixture of different kinds of actions or incentives (soft measures) and infrastructural improvements (hard measures).
- 8.1.2 The Trust has already successfully implemented a TP which includes a wide range of measures and initiatives that continue to be rolled out. The existing measures in this chapter have been transcribed from the Trusts current TP action plan.
- 8.1.3 A selection of further potential measures has also been included in this chapter. Given that this is a TP Framework, this is not an exhaustive list and the Trust can add, alter and remove measures, as needed, to work towards achieving the TP's overarching objectives.
- 8.1.4 The measures summarised below have been structured as follows:
- Walking
 - Cycling
 - Public Transport
 - Car Sharing
 - Car usage
 - Parking
 - Incentives, Promotions and Rewards

8.2 Walking Measures

Measure	Description	Comments
Personal safety improvements	Improvements to pedestrian infrastructure, street lighting and CCTV, and creating a more open walking environment to improve the personal safety of pedestrians.	To be addressed through hospital redevelopment
Road safety improvements	Improvements to pedestrian safety on nearby roads, such as new/improved pedestrian crossings, traffic calming and traffic islands.	To be addressed through hospital redevelopment
Infrastructure improvements	Physical improvements to pedestrian walkways; including basic maintenance, paths to nearby public transport stops and site access.	To be addressed through hospital redevelopment
Clear signage and wayfinding	Providing clear signage on nearby pedestrian infrastructure, way-marking to nearby population centres and public transport stops, and signage for site entrances.	To be addressed through hospital redevelopment
Walking map	Clear mapping of pedestrian routes around the site, indicating suitable footpaths, pavements and road crossings.	To be developed by Trust upon occupation
Showers, lockers, drying facilities	On-site facilities to allow staff to change for work and active commuting.	To be addressed through hospital redevelopment
Walking groups	Groups that bring together those who walk to work and provide a forum for suggesting further improvements.	
National Walk to Work Week	National event that takes place every spring/summer, allowing employees to sign up for a workplace walking challenge and encouraging more people to walk to work.	
Walking events	Individual promotional events, such as lunchtime walks and walking breakfasts.	

8.3 Cycling Measures

Measure	Description	Comments
Personal safety improvements	Improvements to cycling infrastructure, street lighting and CCTV and creating a more open cycling environment to improve the personal safety of cyclists.	To be addressed through hospital redevelopment
Road safety improvements	Taking steps to improve cyclist safety on adjacent roads, such as crossings, traffic calming and traffic islands.	To be addressed through hospital redevelopment
Infrastructure improvements	Physical improvements to cycleways; including basic maintenance, bicycle lanes and site access.	To be addressed through hospital redevelopment
Cycle hire scheme	Bikes that are stored on site and which can be booked for use by employees and the wider community.	Existing Brunel cycle hire scheme on-site
Secure and covered cycle parking	Cycle parking with effective security (locks, CCTV) and shelter in place.	To be addressed through hospital redevelopment
Bicycle allowances (e.g. cycle loans, cycle discounts, cycle mileage)	Offers to employees to cover the cost of owning or riding a bike. Allow staff to claim cycle mileage where a personal bike is used for business travel	
Clear signage and Wayfinding	Clear signage on nearby cycle infrastructure; way-marking to the hospital, nearby population centres and public transport stops.	To be addressed through hospital redevelopment
Cycle map	Clear mapping of cycle routes around the site, indicating suitable cycleways: Hillingdon cycle routes TfL Cycle routes	To be addressed through hospital redevelopment
Showers, lockers, changing rooms, drying facilities	On-site facilities to allow commuters to change in and out of cycling clothes.	To be addressed through hospital redevelopment
Cycle user groups	Groups that bring together those who cycle to work and provide a forum for suggesting further improvements.	
Cycle proficiency training	Training to improve employees' cycling ability, safety awareness and confidence on roads. Hillingdon Council offer Cycle Skills training.	
Cycle maintenance training	Training to improve employees' confidence in bike maintenance and minor repairs. Hillingdon Council offer Dr Bike repair sessions.	
National Cycle to Work Day	National event that takes place every summer, encouraging employees to try out cycling as a means of commuting.- eg Cycle to Work Day	
Cycle events (organised cycles, cycle breakfast, social bike)	Promotional events such as group cycle trips, social bike and cycling breakfasts.	

8.4 Public Transport

Measure	Description	Comments
Up to date public transport information	Provide information on local and popular routes to and from the workplace, checked to ensure it comes from the latest timetables. <ul style="list-style-type: none"> • TfL Journey Planner • TfL Bus Maps • TfL Tube and Rail Maps 	To be addressed through hospital redevelopment
Live timetables	Provision of live timetables in bus stops and mobility hub.	To be addressed through hospital redevelopment
Personalised public transport information	Provide timetable information on specific services, tailored to individual responses to a Travel Survey.	
Improvements to infrastructure (shelters, signage, real time information)	Upgrade existing infrastructure to make public transport a more attractive option.	To be addressed through hospital redevelopment
Flexible working hours	Allow staff flexible working hours to allow them to catch services that are best suited to getting them to and from the workplace, rather than requiring them to be at work at a fixed time (where possible).	
Discounts/loans for tickets	Offer a salary sacrifice scheme to pay for season tickets or encourage staff to purchase annual tickets (12 months for the price of 10) via TfL. <ul style="list-style-type: none"> • TfL Travelcards 	
Better connections to nearby stops	Improve pedestrian and cycling accessibility to nearby public transport stops.	To be addressed through hospital redevelopment

8.5 Car Sharing

Measure	Description	Comments
Car sharing scheme	Offer employees a car sharing scheme that allows employees to share their car journey with other employees who use similar commuter routes.	Pilot scheme in development
Car share club	Set up a car share club to allow employees to form interest groups, based on commuter routes, and organise their own car shares.	Pilot scheme in development
Parking spaces for car sharer	Provide on-site parking spaces for car sharers, prioritised over those in single occupancy vehicles.	To be addressed through hospital redevelopment
Car Share Staff Parking Permits	Staff will be encouraged to share. Where appropriate, parking permits can be issued that are interchangeable between a number of cars where 2 or more staff car share.	To be addressed through hospital redevelopment
Guaranteed ride home	Offer a 'guaranteed ride home' for anyone who misses out on a car share ride home. Can be offered through partnerships with local taxi firms.	

8.6 Car usage

Measure	Description	Comments
Car sharing scheme	Offer employees a car sharing scheme that allows employees to share their car journey with other employees who use similar commuter routes.	Pilot scheme in development
Video conferencing	Install video conferencing to reduce the travel costs, travel time and potential emissions associated with travelling to meetings.	
Car pool fleet/car club	Provide an on-site pool of cars that employees can book out for travel to meetings. This reduces the need for staff to bring their cars into work for onward travel to meetings.	To be addressed through hospital redevelopment
Designated car-free days	Encourage staff to use alternative modes of transport for a designated period of time.	
Agile working (eg working from home, flexible working hours)	Implement more agile ways of working to reduce the need for staff to travel to work by car, or the need for staff to be in a certain location at a fixed time.	
Access improvements	Make the site more accessible to cyclists and pedestrians.	To be addressed through hospital redevelopment
Site specific travel guide	Provide staff with a ready-made travel guide that is specific to the site containing the information they need to travel sustainably from the moment they start their job, encouraging long-term sustainable travel patterns.	
Eco-driving training	Provide training to any staff who drive to work with information on ways of reducing emissions and fuel consumption.	
Electric vehicle charging points	Provide on-site charging facilities for electric vehicles.	To be addressed through hospital redevelopment
Flexible (limited use) parking permit	Provide some staff for who car use is not absolutely necessary with a flexible permit for use when they have no alternative to the car (for personal circumstances or otherwise). This could be a staff parking permit eligible for a number of days per year or for a short period.	

8.7 Parking

Measure	Description	Comments
Staff parking tariffs	Consider changes to current parking tariffs for staff, could be managed to provide discounts for car sharers.	
Staff parking permits	Update eligibility of staff parking permits in-line with reduced parking provision and to pursue reduced single occupancy private car trips.	
Car park security	Improve parking security around the site (eg CCTV, lighting).	To be addressed through hospital redevelopment
Priority parking for car sharers	Offer a proportion of spaces to vehicles other than single occupancy cars, specifically allocated parking for car sharers and car club cars.	To be addressed through hospital redevelopment

8.8 Incentives, Promotions and Rewards

Measure	Description	Comments
Sustainable travel information on Trust website (How to Get Here)	Include information on how to reach the site via sustainable modes to highlight alternative ways of travelling.	To be addressed through hospital redevelopment
Sustainable travel information in induction packs	Sustainable travel information (such as guidance on walking and cycling routes and cycle/ticket loans) can be immediately advertised to new employees in their induction packs, allowing them to make informed travel choices from their first day.	
On-site Mobility Hub	<p>Provision of a multi-modal Mobility Hub providing transport information, services and access to a range of modes. Will include:</p> <ul style="list-style-type: none"> • Car club • Cycle parking • Cycle hire • Improved public transport facilities • Public transport ticket and service information • EV charging • Parking information • Car share bays 	To be addressed through hospital redevelopment
Regular and specific travel surveys	Travel surveys are the best way of establishing travel patterns and behaviours among a workforce and allow a tailored series of measures to be developed. Surveys can be conducted on general travel matters, or specifically targeted at the walking or cycling group etc.	Currently undertaken by the Trust every two years
Calendar of promotional events (Cycle to Work Week, individual initiatives etc.)	Promotional events encourage staff to explore alternative modes of transport and a calendar allows them to plan ahead and be made aware of upcoming events.	
Sustainable travel information website and mobile application	Web/portal with access to information on all mobility options at the site. Should include hyperlinks to the appropriate websites to direct staff to the source of information and saves them the time of researching these for themselves. A Mobility App concept has been developed with a view to providing and end to end service for all mobility aspects at the site.	To be addressed through hospital redevelopment
Links to TfL Journey Planner and Maps	The Journey Planner allows staff to plan their own trips and map out potential alternatives using public transport (TfL Bus Maps and Tube and Rail Maps).	To be addressed through hospital redevelopment
Links to CarShare websites	Information on existing car sharing portals operating in the local area to match people offering lifts to those wishing to undertake a certain route, eg. LiftShare	Pilot scheme in development
Highlight cycle parking/walking facilities	Use signage and other measures to make sure staff are aware of cycle parking, showers and changing/drying facilities, encouraging them to make use of them.	To be addressed through hospital redevelopment
Publicise location and booking procedure for car club vehicles	Pool cars should be advertised clearly and be available to book through a simple, accessible procedure.	To be addressed through hospital redevelopment

Measure	Description	Comments
Rewards scheme	Create a travel rewards scheme where staff who can prove they regularly travel by sustainable modes are rewarded. This could be a free breakfast, discount vouchers, or entry into a competition (sustainable travel lottery/raffle). A rewards scheme could be a short term promotion, a repeatable promotion or a permanent and ongoing measure.	
Engage senior management	Senior management buy-in is essential to the delivery of a successful Travel Plan as they will be responsible for approving measures and encouraging wider participation.	
Cost Benefit	Enable staff to see the cost of their travel choices through a personal travel planning session. Show them how much they can save travelling by alternative modes.	
NHS Discounts	<p>Alongside all the measures in control of the Trust, there are a range of transport offers offered by others organisations to NHS workers:</p> <ul style="list-style-type: none"> • British Cycling and Cycling UK membership (3 months free) • Brompton Bicycle Hire • Commuter Club (National Rail and TfL included) • Insync Bikes (20 discount) • UberRides (25% off all rides with UberMedic) 	

9 Action Plan

9.1 Introduction

- 9.1.1 The TP action plan will need to be reviewed prior to occupation and will need to reflect the actions set out within the most recent Trust STTP. The action plan will set out a structure to implement the TP objectives and ensure that all measures are actioned, assigning responsibilities and timescales for each.
- 9.1.2 As the Trust already has an existing TP that is being successfully implemented, there is an existing comprehensive action plan which is regularly updated following actions, feedback, surveys and monitoring. The Trust's current STTP (June 2020, revised July 2021) is attached at Appendix A. This contains the Trusts set of objectives, goals, targets, and action plans.

9.2 Implementation of an updated monitoring policy

- 9.2.1 This section details the strategy of the TP and identifies the 'hard' (engineering) measures incorporated into the design of the Hillingdon Hospital redevelopment together with the key services and facilities and the 'soft' (marketing and management) measures which could be implemented as part of the development proposals to ensure that sustainable travel behaviour is maximised.
- 9.2.2 The measures have been grouped into two types as follows:
- 'Hard' engineering measures incorporated into the design of the development; and
 - 'Soft' marketing and management measures which could be implemented to promote the key services provided by the Travel Plan, the benefits of using alternative modes of transport for daily journeys and the accessibility to local services and facilities.
- 9.2.3 Each measure grouping is considered within Table 9.1.

Table 9.1: Hard Measures

Walking	
Footway improvements	The proposed development has been designed to provide high quality pedestrian infrastructure throughout and around the development. Off-site proposals include the widening of key footways to enhance connections to nearby bus stops and the wider footway network.
Crossing improvements	Crossings will be provided on Royal Lane helping to reduce vehicle speeds on this road. Changes to the Main Entrance signalised junction, this will provide single phase crossing facilities on all arms of the junction, simplifying the crossing, prioritising pedestrian movement, and providing safe crossing facilities.
Introduction of a 'Green Corridor'	A central spine through the site from Colham Green Road, to a central triangle of public open space east of the new hospital building will be introduced as part of the proposals. The green corridor is a further area of public realm and is a pedestrian and cycle route from Colham Green Road through the site to the new hospital.
Cycling	
Mobility Hub Cycle Facilities	Including secure internal cycle parking, external cycle stands, bike hire and a cycle repair kiosk
External infrastructure improvements	Specific consultation has been undertaken with The Trust, LBH and TfL and the surrounding network has been examined in relation to traffic speeds, cycle volumes and movements. As a result of this review, a number of improvements have been recommended, set out in concept form and reviewed with LBH and TfL. It was agreed with LBH that a Section 106 contribution would be the most appropriate way to secure a proportionate contribution to local cycle improvements.
Public Transport	
Mobility Hub Public Transport Facilities	The proposals include the provision of live bus timetable information, journey planning information and improved bus stops and surrounding public realm.
Bus Diversion Through the Hospital Site	The proposals include provision of a bus diversion through the site and new bus stop facilities between the main hospital entrance and A&E entrance.
Car Sharing	
MSCP Car Share Provision	A carshare scheme with dedicated car sharing parking spaces on the lower floor of the MSCP is proposed
Electric Vehicles	
MSCP EV Parking Provision	Significant levels of active EV charging capability will be provided within the MSCP, alongside additional passive (i.e., wired for future install) provision.

Table 9.2: Soft Measures

Walking	
Walking Promotions	Competitions, partnerships with community walking projects, points earned via the mobility app.
Cycling	
Cycle mileage claims	Staff 'mileage expenses' for work-related travel by bike
Cycle 'buddy' scheme	Those who are new to cycling, or less confident cyclists, can be paired to travel with another cycling staff member who lives near to them
Cycle routes map	Cycling facility maps can be provided on noticeboards, the intranet, and the mobility app.
Monthly cycle breakfasts	Set up to build a cycling 'community' within the staff population, where cyclists can socialise and support each other
Free bike loans	A salary sacrifice bike loan scheme could be introduced
Cycling working group	Meetings to talk through opportunities for encouraging cycling which could be taken up by the Trust as part of future TP measures
Public Transport	
Prize draws for bus tickets	Via the mobility app
Season ticket loans	A salary sacrifice for season tickets could be introduced to take advantage of the lowest prices available
Car Sharing	
NHS discounts for Car Clubs	To be confirmed but pilot scheme underway
Car share matching based on shift and proximity	Data analysis can be undertaken to put people in touch with others who live in their area and work similar shifts, encouraging car sharing.
Electric Vehicles	
Discounted parking tariffs	Cheaper parking rates could be introduced for EVs
Other	
The Digital NHS Framework	Digital NHS policies will encourage staff to work from home and patients to access care digitally where it is practical to do so. This will in turn reduce the number of overall trips to the site
Gym membership discounts	Gym membership encourages staff to be active in a broader sense and more active people tend to be more likely to use active travel modes.
Communication via social platforms	Communication will keep staff aware of new incentives and 'success' stories. This could be achieved via social media groups and the Trust's intranet, hospital noticeboards and information screens
The mobility app	The mobility app could be used to promote active modes and could allow staff to earn points on a 'reward scheme' which could, for example, be used when purchasing food or drink on site.

10 Challenges

10.1 Introduction

10.1.1 The redevelopment presents a once in a lifetime generation opportunity to generate a real shift in sustainable travel at Hillingdon Hospital. However, there are several key challenges that will need to be resolved throughout the redevelopment period and upon occupation of the new hospital to realise the ambitions of the Trust and NHS. Those related to travel and transport that have been identified to this stage are presented in Table 10.1.

Table 10.1: Ongoing Challenges

Type	Challenge	Description (if required)
Physical Challenges	Parking capacity	Overall parking capacity needs to be tailored to need.
	Allocation of dedicated patient/visitor and staff parking	Parking provision needs to prioritise patients and visitors but still accommodate staff needs.
	Accessibility	Continued and improved accessibility can only be offered where practicable. Some staff may live in an area that is inherently inaccessible and the Travel Plan/Trust cannot change this.
Social Challenges	Implementing behaviour change	Resistance from staff or staff representatives who may not want to adopt different modes of travel or who may not agree with parking restrictions, charges, or limits.
	Staff parking permit eligibility	The parking permit scheme will require monitoring and regular review to ensure that only those eligible have access to a parking permit. There may also an issue related to quantum of parking, in that having a parking permit may not guarantee staff a space.
	Staff location	New and existing staff may not have good access to sustainable modes of transports from their home.
	Shift times	Hospital sites will always require staff to work different shift patterns and so there will therefore always be shifts which may start or finish at times of the day where sustainable transport is difficult to access or unattractive to use.
	Staff retention issues as a response to change	The redevelopment of the site, the reduced parking provision and the push towards sustainable travel may affect staff retention.
Commercial Challenges	Cost of maintenance	The redevelopment will bring with it changes to maintenance regimes and responsibilities.
	Ongoing Travel Plan costs	Trust policy calls for the Sustainable Transport and Travel Plan to be regularly reviewed and renewed, with associated costs.
	Maintain and develop effective data driven monitoring	There will be costs involved in the maintenance and support of a data driven monitoring approach.
	Securing funding and effective use of funds	The availability of funding could impact on sustainable travel initiatives.
External Challenges	Public transport	There could be changes in PT routes, frequency, cost, and efficiency that impact on mode share.
	Discounts for NHS staff	Securing potential discounts for NHS staff will rely on support from third party providers.
	Cost of sustainable travel	High costs in comparison to that of car use may deter the use of sustainable travel.

Type	Challenge	Description (if required)
	Third-party procurement of services	The availability of providers and the Trust's approach to procurement could impact on travel initiatives.

11 Monitoring and Measurement

11.1 Introduction

- 11.1.1 The redevelopment of Hillingdon Hospital provides a huge opportunity to improve the monitoring and measurement of travel and the means of tracking, documenting and proactively responding to staff, patient, and community travel behaviours. It will allow the existing monitoring methods to be replaced with a digital, data driven approach.

11.2 Previous Monitoring

- 11.2.1 To date the Trust has used a manual monitoring approach. TRICS surveys have been undertaken every two years to collect staff travel to work patterns based on surveys on one day per calendar year.
- 11.2.2 There are a number of limitations to this method which hinders the ability to implement travel behaviour change actively and effectively. A number of these limitations are listed below:
- Data which covers one day over a year period is not always representative, as it only provides a snapshot in time.
 - There is no opportunity for ongoing or live monitoring. This is required to identify trends in travel behaviour at different times in the year e.g., seasonally, month by month and during school holidays.
 - The Trust are unable to directly monitor and determine if implemented measures have been successful. They are also unable to be reactive and make amendments to measures when required.

11.3 Future Monitoring Framework

- 11.3.1 Accessibility to extensive datasets across all transport areas is key to providing The Trust with a more data driven and live monitoring framework. The proposed development will provide better data regarding travel which will allow The Trust to direct funding effectively, monitor the success of the travel plan in real-time and inform the subsequent travel plans in a much more detailed manner.
- 11.3.2 The redevelopment, and in particular the building and implementation of the mobility hub, will provide access to a multitude of data sets which cover all available modes of travel including:

Smart Parking



- Real-time occupancy and available capacity information
- Use levels for all parking bay types e.g., disabled bays and EV bays
- Dwell times and stay length
- Revenue and profit



Car Club

- New registrations, log ins and bookings, repeat use, profile of use
- Staff use/non-staff use
- Availability
- Completed trips, length of trips, origin, and destination
- Expense claims



Cycle Hire

- New registrations, log ins and bookings
- Staff use, non-staff use
- Availability
- Completed trips, expenses, repeat use, profile of use



Cycle Parking

- Number of staff/users with access to cycle parking
- Access gate data
- Use levels and times of use
- Enquires/expressions of interest



Tickets

- Purchases, user profile and levels of repeat use
- Enquires within the mobility hub
- Journey searches



Mobility App

- Downloads, registrations, log ins
- What was accessed or searched for?
- Completed purchases
- Ability to communicate/survey and determine response rate.

- 11.3.3 This can be supplemented by upholding the traditional monitoring in place at present, such as the two-yearly travel to work TRICs surveys, records of travel plan enquiries, cycle parking use across site, manual counts, staff mileage claims, staff permits, group meetings and questionnaires.

12 Summary

- 12.1.1 This Travel Plan sets out the framework for the trust to adopt to create a hospital which is safe, sustainable and accessible. The framework includes a package of measures and an action plan aimed at addressing transport issues and opportunities associated with the redevelopment of the hospital.
- 12.1.2 The Trust has an existing Sustainable Transport and Travel Plan which is renewed by the trust every year and is a core policy and action plan upheld by The Trust. This Travel Plan will be published as a Travel Plan Framework to inform the hybrid planning application for the hospital redevelopment and has been structured similarly to the Sustainable Transport and Travel Plan to ensure the two documents can be integrated with ease.
- 12.1.3 This Travel Plan has been produced in accordance with the NHS Long Term Plan and the NHS Green Plan. These strategies set out the NHS ambition to achieve net zero carbon emissions, which is supported through this Travel Plan.
- 12.1.4 This Travel Plan also sets out a number of objectives, goals and targets in order to enable monitoring of progress. A monitoring and measurement programme has been identified, which sets out the monitoring and measurement procedure.
- 12.1.5 This Travel Plan should be reviewed and updated nearer to occupation of the proposed new hospital. Details of the Full Travel Plan will need be agreed between The Trust and LBH, as well as any other relevant partners at that point in time.

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A. The Trust's Sustainable Transport and Travel Plan



Sustainable Travel and Transport Plan

A focus area of our Green Plan

Year 2021- 2022

Department of Estates and Facilities

First Plan June 2020 | Revised – July 2021

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Date: July 2021

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Approved by: Trust Management Board on 08 September 2021
 Finance and Performance Committee on DD.MMM.YYYY
 Trust Board (Public) on DD.MMM.YYYY
 Council of Governors on DD.MMM.YYYY

Reviewed by: Executive Director of Estates and Facilities
 Deputy Director of Department of Estates and Facilities and Travel Co-ordinator

Prepared by: Head of Sustainability
 Department of Estates and Facilities

Review Date July 2024 (intermediate review in year 2022)

ABOUT US

The Hillingdon Hospitals NHS Foundation Trust (THH) provides health services in North West London from two hospitals, Hillingdon Hospital and Mount Vernon Hospital. The Trust has a turnover of around £222million and employs over 3,500 staff, thus making it the largest employer in the area. The Trust delivers healthcare services to the residents of the London Borough of Hillingdon (LBoH), and increasingly to those living in the surrounding areas of Ealing, Harrow, Buckinghamshire, and Hertfordshire, providing clinical services to over half a million patients a year.

Hillingdon Hospital is the only acute hospital in the LBoH with over 500 beds and it offers a wide range of services including accident and emergency, inpatient care, day surgery, outpatient clinics, and maternity services. It is close to Heathrow Airport and it is the nearest hospital for those receiving emergency treatment. It covers a total catchment population of over 350,000 people. The Trust's services at Mount Vernon Hospital include routine day surgery at a modern treatment centre, a minor injuries unit, and outpatient clinics.

As an NHS Foundation Trust, the Trust has a 25-strong Council of Governors and over 6,300 public members. We are clear that our Vision can only be achieved by our staff, who is our most valuable asset. We believe that [Putting People First](https://www.thh.nhs.uk/about/values.php)¹ is the right thing to do; we will achieve this through our [CARES](https://www.thh.nhs.uk/about/values.php)² values – Communication, Attitude, Responsibility, Equity, and Safety.

As a provider of hospital services to the local community, a significant employer generating travel and transport through, THH recognises its impact on the environment and its role in promoting and delivering healthy and active travel. The Trust also recognises the importance of Sustainability in Healthcare with ever-increasing drivers like legislation and compliance on carbon reduction, [Greener NHS net-zero vision](https://www.england.nhs.uk/greenernhs/national-ambition/)³, THH Strategic Plan for a new hospital, Health and Wellbeing Framework, Clean Air Hospital Framework, and NHS Improvement Operational Productivity Plans.

To meet the above drivers, we have devised this plan which is one of the commitments of our Trust-wide Green Plan. This plan has a set of objectives, goals, targets, and action plans. These best practices, policies, and plans are visibly supported by our Trust Board.



Hillingdon Hospital, Uxbridge UB8 3NN



Mount Vernon Hospital, Northwood HA6 2RN

¹ <https://www.thh.nhs.uk/about/values.php>

² <https://www.thh.nhs.uk/about/values.php>

³ <https://www.england.nhs.uk/greenernhs/national-ambition/>

FOREWORD

[Delivering a Net Zero National Health Service](#)⁴ for England sets an ambition for the NHS to help drive change towards a low carbon society. The strategy shows the scale of reduction in carbon, which is required for the NHS to meet its legal targets that are set out in the Climate Change Act.

Over the past years, the Hillingdon Hospitals NHS Foundation Trust (THH) has shown progress in valuing health and promoting active travel in our hospitals. Building upon this progress, THH has published its first Sustainable Travel and Transport Plan (STTP) approved by the Trust Board and the Council of Governors in November 2020. This is our first revised plan following one-year of its implementation with engagement with our partners: the London Borough of Hillingdon (LBoH), Westrans, and the Transport for London (TfL).

THH is one of the largest Trusts and employers in the region. Every effort the Trust exerts for alternative modes of travel will have a significant effect on the area and the quality of care we provide to our patients. Acknowledging the recent commitments made by the NHS England in January 2021 and July 2021 under the 'For a Greener NHS Campaign', we are very pleased to share this progress in line with these commitments - all of which will test the Trust's ability to bring about the required transformations.

This plan proves that the Trust has made following progress in 2020/21.

- 24% of Trust fleet vehicles are green and electric (a 7% increase);
- Installed seven more electric vehicle, fast charging points (doubling the capacity);
- Doubled cycle parking capacity, with a dedicated state of the art, Super Shelter;
- Installed free to use bike pumps across the sites;
- Organised a record number of nine free bike repairing and advice events (Dr. Bike);
- Winner of International Green Apple Award 2020 for Best Environment Practices;
- Successful launch of UK's first purpose built, 100% electric ambulance by HATS;



The above success is an indicator of partnership work and our willingness to continue working with our stakeholders. This will help unleash the opportunities and benefits needed to improve active and healthy travel modes to improve the local environment, public health, and patient experience.

The Trust and its leadership team are keen to take these active steps forward, both within our organisation and stakeholders to enable and support in following ways:

- Support in achieving a target of net-zero carbon internal transport service by March 2022;
- Support through policies in active participation on car share scheme and reduce single occupancy cars.
- Enable partnership work, strategies and policies to build a sustainable and zero-carbon building;
- Support to retain and sustain this progress that is crucial for our new hospital development;
- Identify at least one staff incentivisation scheme to promote active travel in 2021;

<< signature >>

Sir Amyas Morse
Chairman

<< signature >>

Patricia Wright
Chief Executive

⁴ <https://www.england.nhs.uk/greenernhs/publication/delivering-a-net-zero-national-health-service/>

TOGETHER WE CAN

This Sustainable Travel and Transport Plan (STTP) has been produced by the Trust's Department of Estates and Facilities. This plan reflects the outcome of the extensive work that has been undertaken since the Trust's commitment to sustainability in 2020.

This plan outlines the context, policies, progress, objectives, targets, and focus areas as well as presenting an in-depth action plan.

The objectives and targets are in line with the government and local drivers to promote active modes of travel, health and wellbeing, and carbon reduction, as well as improve air quality. This plan will be delivered in conjunction with the Trust's other plans such as Health and Wellbeing Commitments, Car Parking Management and wider Trust Green Plan as it constitutes an integral part of it, to promote health and wellbeing. The Trust is aware of the following challenges ahead:

- NHS England and NHS Improvement recent commitment to Net-Zero – '[For a Greener NHS Campaign](#)'⁵;
- NHS Long Term Plan commitments on to reducing travel-related carbon emissions;
- Increasing demand for car parking;
- Increasing demand for Electric Vehicles Charging Points;
- The Trust's new hospital Redevelopment Programme aspirations and planning needs;

The success in delivering this plan depends on the Trust working in partnership with our stakeholders and finding synergies between objectives. As highlighted in this plan, a strong working relationship is already established. Acknowledging the tremendous support we have received, we thank London Cycle Campaign for securing the funds and delivering Dr Bike events at our both sites – this has been the most popular visible event during Covid times. Likewise, we thank London Borough Hillingdon's Smarter Travel Team for organising similar events.

One of our key objectives in 2021 will be reducing Single Occupancy Cars (SOC) because we clearly understand the multiple benefits that it can provide. The more we reduce SOC's, the more we can achieve on our sustainability commitments, and the more we can release car park spaces for our patients and visitors. We had experienced delays in implementing such initiatives due to ongoing Covid 19 pandemic implications. However, this plan shows clear efforts and progress made in other areas such as enhancement and support for cycle to work, raising awareness and expanding our electric vehicle fleet and infrastructure.

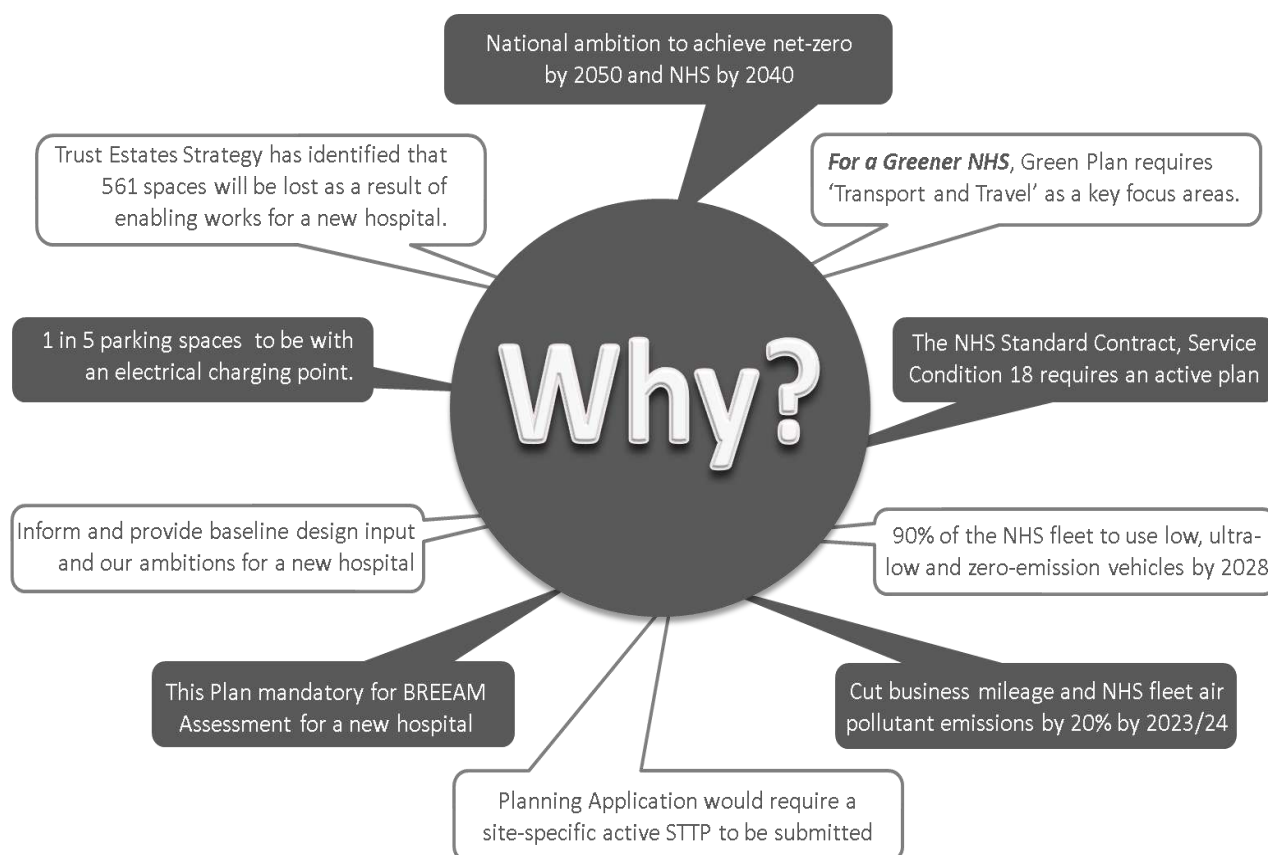
To ensure the continuity, this STTP will be linked with the wider Trust's Estates Strategy and Car Parking Management Plans by establishing Sustainable Travel and Transport Group.

<< signature >>

Jon Bell
Chief Financial Officer
Board Sustainability Lead

⁵ <https://www.england.nhs.uk/greenernhs/>

WHY?



OUR FIRST YEAR ACHIEVEMENTS

April 2020	Review and site assessments Identifying key stakeholders Data and information gathering
May 2020	Stakeholders engagement to work in partnership Free bike give-away event from LCC Completion of cycle facilities audits
June 2020	Launch of TfL Bus Digital Countdown (web link) Installed cycle to work guides First draft of STTP
July 2020	Launch of Sustainability Awareness course Expansion of visitors cycle parking Upgrade and refurbishing staff cycle parking
August 2020	Commissioned Green Fleet review First Green Message – Spikes in Bikes First Dr. Bike event during Covid period
September 2020	Second , third and fourth Dr. Bike events Installed free to use public bike pumps Engaging cycle users for a new service move
October 2020	Launch of Super Shelter a brand new cycle parking Launch of dedicated Intranet pages STTP signed off by the Trust Board
November 2020	Offering Bike Bins to staff Green Message - newsletters published Trust e-news articles on sustainable travel
December 2020	Published Green Fleet and Grey Fleet review reports More Dr. Bike events were delivered Published further updates to Intranet pages
January 2021	STTP widely issued for Planning Application considerations Funding secured for EV charging installation Scope and site identified for EV charging points
February 2021	More Dr. Bike events Trial of electric tug and trailer Engaged East & North Herts NHS Trust
March 2021	First Dr. Bike event at Mount Vernon Installed more EV charging points Trust fleet data captured for national returns



OUR LEADERSHIP SUPPORT

NHS NET ZERO, NATIONAL AMBITION

We support the delivery of this Sustainable Travel and Transport Plan, which aims to promote active and healthy travel modes to minimise environmental and healthcare impacts by developing preventative approaches.

executive team

Jason Seez

**Deputy Chief Executive and
Director of Strategy**

Jon Bell

Chief Financial Officer

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Chief Operating Officer

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Director of Nursing

Sue Smith

Chief People Officer

Tahir Ahmed

**Executive Director of Estates and
Facilities**

OUR PARTNERS SUPPORT

NHS NET ZERO, NATIONAL AMBITION

We support the delivery of this Sustainable Travel and Transport Plan, which aims to promote active and healthy travel modes to minimise environmental and healthcare impacts by developing preventative approaches.

London Borough of Hillingdon



Transport for London



Westrans



London Cycle Campaign



HATS Group



Matt McDonald



ACRONYMS

AQM	Air Quality Management
BREEAM	Building Research Establishment Environmental Assessment Method
BUG	Bicycle User Group
CAHF	Clean Air Hospital Framework
DHSC	Department of Health and Social Care
E-ambulance	Electric Ambulance
ERIC	Estates Return Information Collection
GOSH	Great Ormond Street Hospital for Children NHS Foundation Trust
HH	Hillingdon Hospital
H&WB	Health and Wellbeing
LBoH	London Borough of Hillingdon
LGV	Large Goods Vehicle
MVH	Mount Vernon Hospital
NHSE	NHS England
NHSI	NHS Improvement
NICE	National Institute for Health and Care Excellence
OZEV	Office of Zero Emissions Vehicle
PTAL	Public Transport Accessibility Level
SDMP	Sustainable Development Management Plan
SDU	NHS Sustainable Development Unit
SOC	Single Occupancy Car
STTP	Sustainable Travel and Transport Plan (also Sustainable Travel Plan)
TfL	Transport for London
THH	The Hillingdon Hospitals NHS Foundation Trust
The Trust	The Hillingdon Hospitals NHS Foundation Trust

1 INTRODUCTION

The Hillingdon Hospitals NHS Foundation Trust (THH) provides health services in North West London from two hospitals, Hillingdon Hospital and Mount Vernon Hospital. The Trust delivers healthcare services to the residents of the London Borough of Hillingdon (LBoH), and increasingly to those living in the surrounding areas of Ealing, Harrow, Buckinghamshire, and Hertfordshire, providing clinical services to over half a million patients a year.

Hillingdon Hospital is the main hospital in the LBoH with over 500 beds and offers a wide range of services including accident and emergency, inpatient care, day surgery, outpatient clinics, and maternity services. It is close to Heathrow Airport, and it is the nearest hospital for those receiving emergency treatment. It covers a total catchment population of over 350,000 people. The services at Mount Vernon Hospital include routine day surgery at a modern treatment centre, a minor injuries unit, and outpatient clinics. Both sites are open 24 hours a day, 7 days a week but core hours are between 08:00 and 18:00 Monday to Friday.

1.1 Purpose

The key purpose of this plan is as follows:

- Revise the contents of previously published plan in line with the new guidance and progress made;
- Review and identify the national and local policies that mandate sustainable travel and transport;
- Inform staff, patients, visitors on the Trust's commitment and available alternative modes of travel;
- Review and update objectives, goals, targets and action plan;
- Establish the scope and its carbon emissions that can be measured against national targets;
- Place a monitoring and governance structure for the long term continuity of the plan;
- Contribute to the long-term vision for the Trust's New Hospital plans.

1.2 Objectives

The key objectives of this plan are as follows:

- Establish a way forward to meet the Trust's sustainability commitments in line with NHS Green Plan;
- Establish a partnership working relationship with those who help in our sustainability commitments;
- Perform site assessments to capture healthy, active and green travel opportunities;
- Develop a vision, scope, set of objectives, targets, and goals;
- Capture the progress that is already made;
- Establish any additional key focus areas with an in-depth action plan;
- Develop a forward view to input into the Trust's New Hospital plans.

1.3 Benefits

A travel plan can bring a number of benefits to the hospital sites, local authorities, public transport network and ultimate users of the site such as the staff, patients, and visitors. These can include the following:

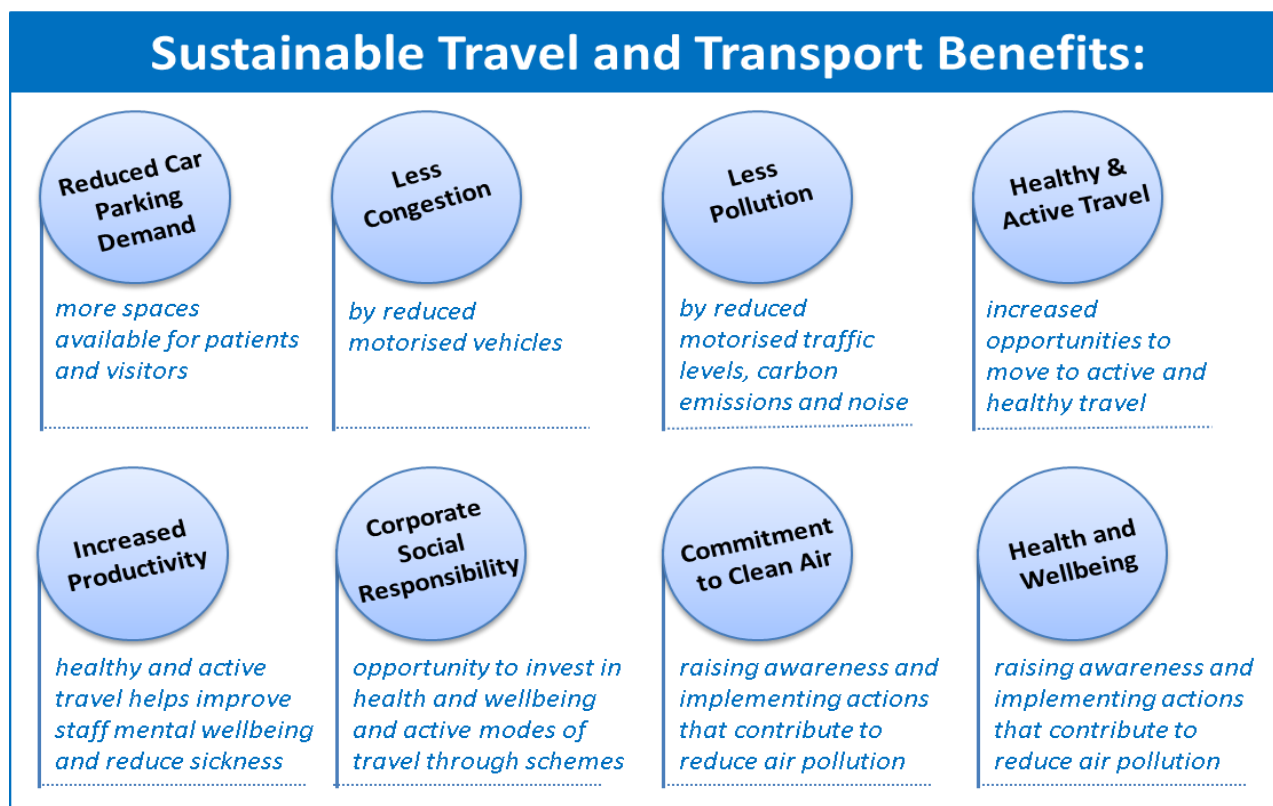


Figure 1: STTP Benefits

1.4 SDAT Assessment

The Sustainable Development Assessment Tool (SDAT) is designed by NHS SDU to:

- Help Health and Social Care organisations assess their progress in sustainability year-on-year.
- Support in designing and providing focus on sustainability actions.
- Show how organisations are contributing to the UN Sustainable Development Goals (SDGs).

The following figure shows that the above benefits will help the Trust meet the marked ☒ UN SDGs.



Figure 2: SDAT Assessment, meeting the UN SD Goals

1.5 Locations

The following maps show both hospitals with the approx. travel distance and time it takes by travel modes.

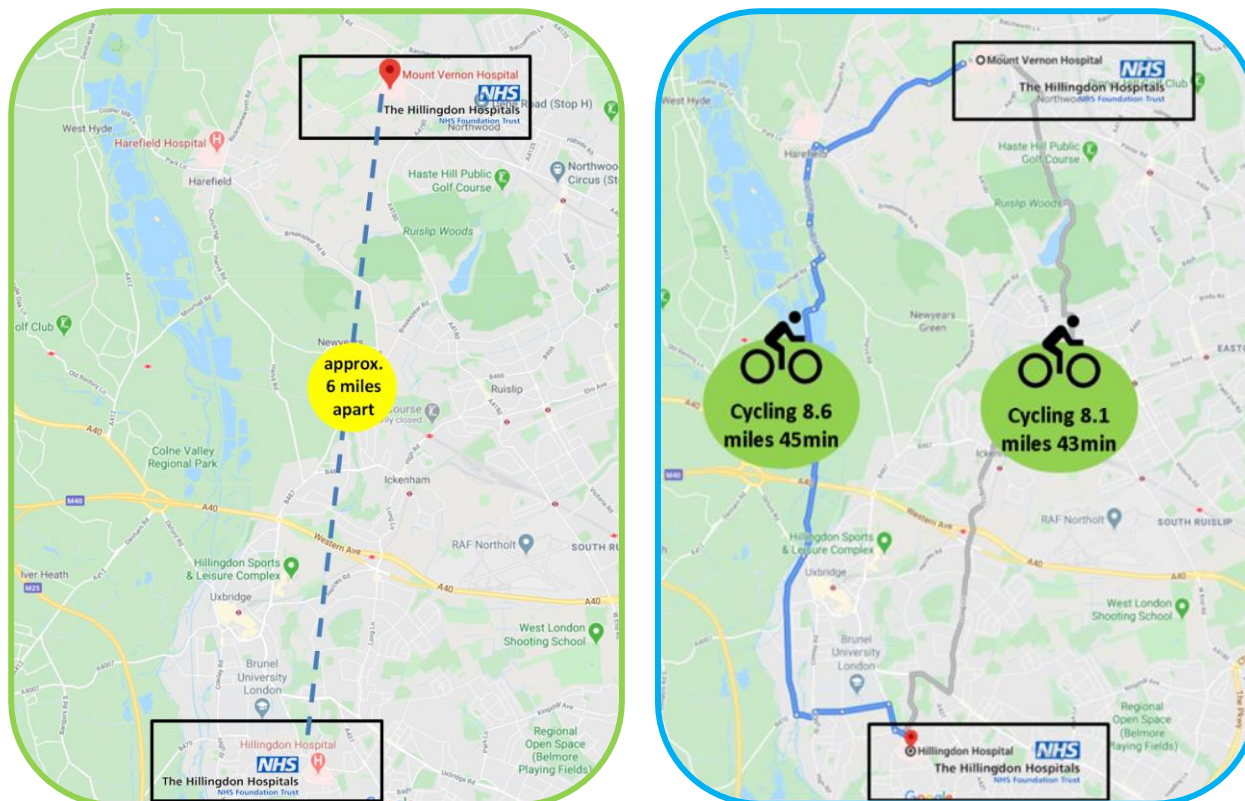


Figure 3: Hospital locations map with distance

By car	18 to 21 min 9 miles	By cycling	43 to 45 min 8.6 miles
By bus	40 to 44 min 9 miles	By shuttle bus	15 to 20 min 9 miles

1.6 Structure

The plan is outlined as follows, and it ends with an in-depth Action Plan in Appendix B.

Chapter 2	Context
Chapter 3	Policies
Chapter 4	Site Assessment – Hillingdon Hospital
Chapter 5	Site Assessment – Mount Vernon
Chapter 6	Transport Services
Chapter 7	Travel Surveys
Chapter 8	Progress and Achievements
Chapter 9	Our Objectives
Chapter 10	Our Targets
Chapter 11	Our Goals
Chapter 12	Action Plan
Chapter 13	Impact and Challenges
Chapter 14	Amendments to first plan

2 CONTEXT

This chapter outlines the Trust's context for having a Sustainable Travel and Transport Plan (STTP).

2.1 Delivering a Net Zero NHS

The NHS seeks to reduce the impact it has on the environment by reducing its transport and travel related carbon footprint; this falls under Scope 1 and Scope 3 services emissions, as shown below. To achieve this, NHS has a broad vision such as transitioning the fleet to zero-emission vehicles, reducing unnecessary journeys and enabling healthier, active forms of travel such as cycling and walking. To achieve this, NHS England and NHS Improvement (NHSEI) have set the following targets, which are from [NHS Operational Delivery Plan 2020/21](https://www.england.nhs.uk/wp-content/uploads/2020/01/2020-21-NHS-Operational-Planning-Contracting-Guidance.pdf)⁶ and repeated in its '[Delivering a Net Zero NHS Plan](https://www.england.nhs.uk/greenernhs/publication/delivering-a-net-zero-national-health-service/)'⁷:

- Ensure that any car leasing schemes restrict the availability of high-emission vehicles;
- 90% of the NHS fleet to use low, ultra-low and zero-emission vehicles by 2028, and beyond;
- Undertake Green Fleet Review;
- Incentivise staff to use electric vehicles, with increased access to these;
- Shifting away from cars towards cycling, walking and public transport;
- In line with the NHS People Plan, green travel plans should also set out how staff can be offered flexibility in their working patterns and supported to choose sustainable transport for their commute;
- Cut business mileage and NHS fleet air pollutant emissions by 20% by 2023/24;
- End business travel reimbursement for any domestic flights;
- All new builds and refurbishment projects are delivered to net-zero carbon standards.

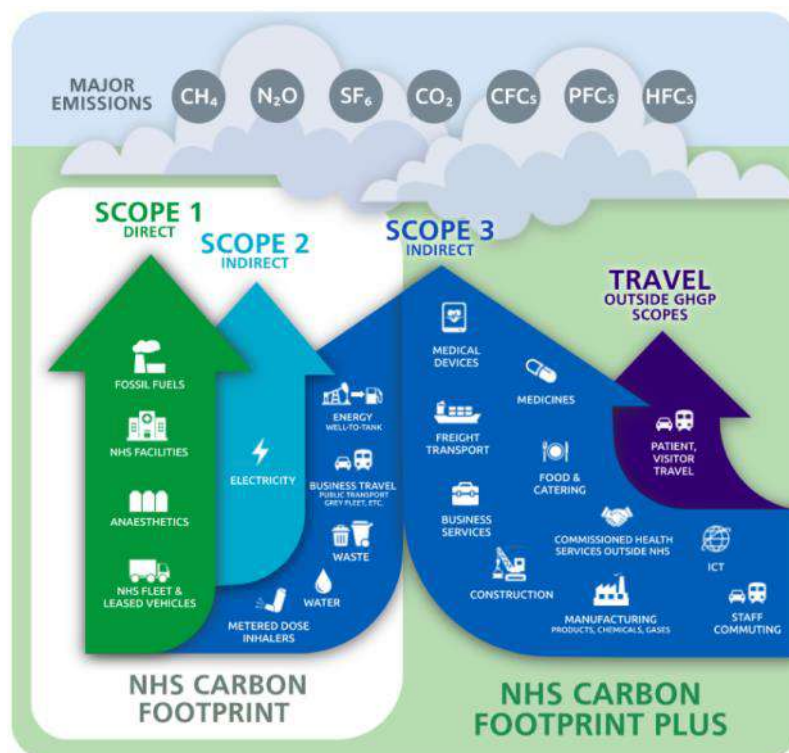


Figure 4: NHS Carbon Footprint Scope

⁶ <https://www.england.nhs.uk/wp-content/uploads/2020/01/2020-21-NHS-Operational-Planning-Contracting-Guidance.pdf>

⁷ <https://www.england.nhs.uk/greenernhs/publication/delivering-a-net-zero-national-health-service/>

2.2 NHS Standard Contracts 2021/22

The [NHS Standard Contracts, Service Condition](#)⁸ (SC) 18 specifies the following key requirements for fulfilling the Greener NHS and Sustainability commitments:

SC 18.1	The Provider must take all the reasonable steps to minimise its adverse impact on the environment.
SC 18.4	The Provider must have in place clear, detailed plans as to how it will contribute towards a 'Green NHS' with regard to Delivering a 'Net Zero' National Health Service commitments in relation to: 18.4.1 air pollution, and specifically how it will achieve by no later than 31 March 2022
SC 18.4.1	Requires meeting the actions and targets listed in 2.1 section above

SC18 Green NHS and Sustainability		
18.1	In performing its obligations under this Contract the Provider must take all reasonable steps to minimise its adverse impact on the environment.	All
18.4	As part of its Green Plan the Provider must have in place clear, detailed plans as to how it will contribute towards a 'Green NHS' with regard to Delivering a 'Net Zero' National Health Service commitments in relation to:	All
18.4.1	air pollution, and specifically how it will, by no later than 31 March 2022:	
18.4.1.1	take action to reduce air pollution from fleet vehicles, transitioning as quickly as reasonably practicable to the exclusive use of low and ultra-low emission vehicles;	
18.4.1.2	take action to phase out oil and coal for primary heating and replace them with less polluting alternatives;	
18.4.1.3	develop and operate expenses policies for Staff which promote sustainable travel choices; and	
18.4.1.4	ensure that any car leasing schemes restrict high-emission vehicles and promote ultra-low emission vehicles;	
18.4.2	climate change, and specifically how it will, by no later than 31 March 2022, take action:	

2.3 NHS Green Plan Guidance

In January 2020, NHS England and Improvement launched '[For a Greener NHS campaign](#)'⁹ to strengthen the already made commitments and to lead the NHS to Net-Zero by 2050. Following this in June 2021, a brief guidance on "[How to produce a Green Plan](#)"¹⁰ was published. The guidance strengthens the earlier commitments and list areas of focus and 'Transport and Travel' is of one them. To meet this requirement, the National Greener NHS team is established and a number of data sets are required to be reported quarterly such as Greener NHS data and Greener NHS Fleet data.

⁸ <https://www.england.nhs.uk/wp-content/uploads/2020/03/2-FL-SCs-100320.pdf>

⁹ <https://www.england.nhs.uk/greenernhs/>

¹⁰ <https://www.england.nhs.uk/greenernhs/wp-content/uploads/sites/51/2021/06/B0507-how-to-produce-a-green-plan-three-year-strategy-towards-net-zero-june-2021.pdf>

2.4 Staff Numbers Impact

THH is one of the major employers in the region, generating significant travel. Staff numbers are one of the key indicators to understand the travel impact, which helps in redefining the direction to set the objectives, targets, and initiatives and also to influence their mode of journeys. The table below shows that since 2015 the staff numbers have increased by 14% (426) and just less than 1% (19) increase in 2020/21 against 2019/20.

The UK statistical data shows that the average number of [cars owned per household](https://www.statista.com/statistics/314912/average-number-of-cars-per-household-in-england/)¹¹ in England between 2014 and 2018 is approx. 0.8. This means a likely impact of over 300 car parking spaces and this is evidential through the waiting list number of 1,129.

Table 1: Staff numbers

Site	Number of staff head count					Full-time equivalents				
	2014-15	2018-19	2019-20	2020-21	Change '15 to '21	2014-15	2018-19	2019-20	2020-21	Change '15 to '21
Hillingdon	2,537	2,778	2,883	2,899	14%	2,281	2,506	2,600	2,632	15%
Mount Vernon	448	490	509	512	14%	403	442	459	465	15%
Total	2,985	3,268	3,392	3,411	14%	2,684	2,948	3,059	3,097	15%

Source: NHS Digital <https://digital.nhs.uk/> (MVH 15% of total staff numbers)

2.5 Patients Numbers Impact

More patients coming to the hospitals means more commuting and a likely impact on the transport and travel infrastructure on the sites; this includes car parking as this tends to be the most convenient mode for patients. Patient numbers are also one of the key indicators to set the objectives, targets, and initiatives.

This indicator also helps to engage the local authorities and the TfL in developing a strong working relationship on the mutual objectives. The table below shows the patient activity numbers since 2018.

Table 2: Patient numbers

Patient type activity	Hillingdon Hospital (HH)				Mount Vernon Hospital (MVH)			
	2018-19	2019-20	2020-21	Change '19 to '20	2018-19	2019-20	2020-21	Change '19 to '20
A&E attendees	135,155	134,492	89,846	-33%	29,582	29,918	208	-99%
Births	4,458	4,175	3,940	-6%	-	-	-	
Occupied Bed Days	158,112	149,615	114,614	-23%	9,299	11,677	4,059	-65%
Inpatient activity	50,974	52,132	35,049	-33%	9,043	8,201	4,059	-51%
Outpatient activity	332,096	323,551	249,227	-23%	57,951	53,619	45,310	-15%

Source: THH Information Systems

¹¹ <https://www.statista.com/statistics/314912/average-number-of-cars-per-household-in-england/>

Activity at Hillingdon Hospital has been on the rise until 2018, but there is a slight drop in 2019 and a significant 23% drop in 2020. This reduction shows the clear impact of COVID 19 from early 2020.

2.6 Car Parking Impact

The Trust is under pressure from the patients and visiting public to provide more car parking spaces. This demand is echoed by the Trust staff as well. Yet, this will have a negative implication on the local town planning policies to reduce traffic, congestion, and air pollution. The current waiting list for staff permits is 1,129 (274 up from last year); this is 2.3 times more than the 492 allocated staff spaces. The Estates Strategy published in July 2021 has identified that 561 spaces will be lost as a result of enabling works to the redevelopment programme for the new hospital site clearance. In the interim these spaces will be re-provided at a nearby temporary location within a short walk of the main site.

The impact on car parking could be eased by implementing healthy, active, and sustainable travel modes and engaging Trust staff to move away from car use and single occupancy cars (SOC).

2.7 Electric Vehicles Demand

The Trust has already taken a forward view and has installed Electric Vehicle Charging Points (EVCPs) for both staff and public use. As mentioned above in section 2.1, to reduce the business travel-related carbon emissions and to meet the clean air commitments diesel and petrol vehicles will be replaced with greener fuels such as electric vehicles. This trend will impact on the requirement of EVCPs.

Strategic planning in London is the shared responsibility of the Mayor of London, 32 London boroughs and the Corporation of the City of London, as part of this [London Plan is published](#)¹² and delivered, which states the following. But the statement will most likely ask to cater more than just 20% to meet future demand:

In addition, developments in all parts of London must: *ensure that **1 in 5 spaces**¹³ (both active and passive) provide an electrical charging point to encourage the uptake of electric vehicles.*

2.8 Trust New Hospital Plan

The Trust hospitals infrastructure is very old with the second largest backlog of repairs for any hospital in the country. To deliver safe patient care, Estates infrastructure is key, and hence, the Trust has committed to rebuilding its estate with a modern state-of-art hospital with sustainable features aiming for a Net-zero building by 2025/26. This ambition requires capturing a multitude of opportunities with a well-researched and planned design to deliver the commitments. This STTP will help inform and provide baseline input and our direction of travel for the new design of the sustainable hospital. The development and delivery of this plan will help learn the requirements for a new hospital.

2.9 BREEAM Assessment

The 'HTM 07-07: Sustainable Healthcare and Social Buildings' requires a BREEAM Assessment for a new hospital. BREEAM Healthcare methodology is to demonstrate that healthcare projects are built with sustainability in mind. The BREEAM Pre-assessment review completed by Estates and Facilities in April 2020

¹² <https://www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan>

¹³ <https://www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan/london-plan-chapter-six-londons-transport/pol-27>

identified that out of ten criteria Health & Wellbeing and Transport together contribute 25% of total credits. Transport is already assumed to score 100% (12 credits) based on the progress in place. To retain these credits, it is important that the Trust delivers this plan and sustain the progress.

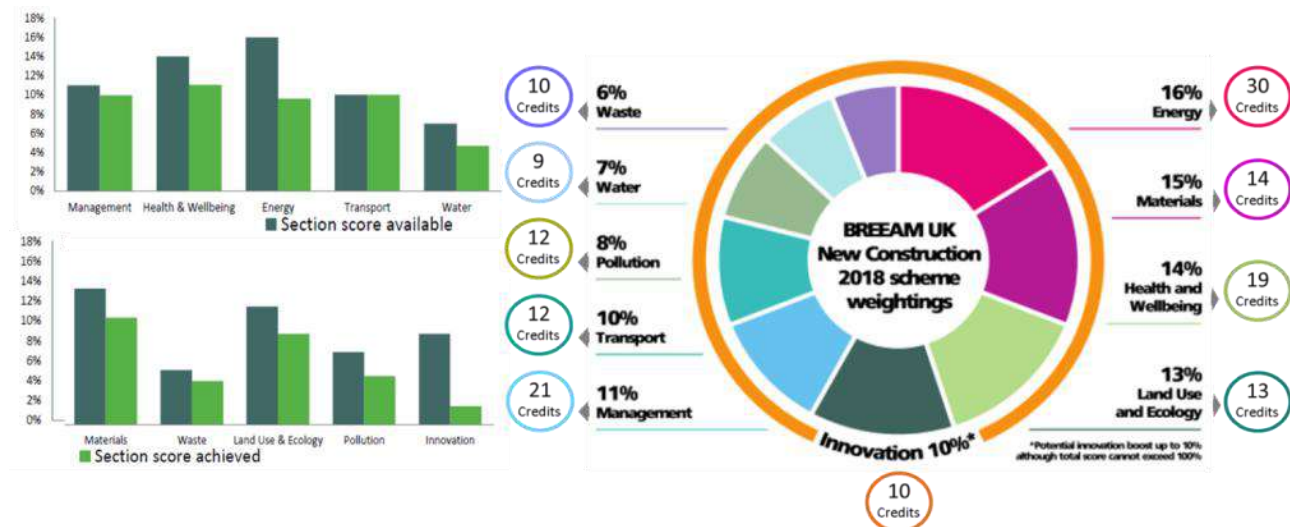


Figure 5: New Hospital, BREEAM Assessment

2.10 Planning Application Requirements

Any new planning application for expanding car park spaces or major reconfiguration works would require a site-specific active STTP to be submitted.

The Trust has an agreement under Section 106 with the LBoH and requires an active travel plan to be submitted annually. This requirement is monitored by the Westrans appointed by the LBoH and the other five Councils in North West London. These requirements will be strengthened as part of new hospital permissions.

2.11 Summary

- NHSEI have strengthened their assurance requirements, requesting data on a quarterly basis.
- NHS leadership has made long-term commitments to Greener NHS and Sustainability to reduce the impact of NHS activity on the environment and public health, and this is monitored and penalised through various policies.
- The new hospital planning permission requires active role to demonstrate progress.
- The new hospital developments around the HH site will add challenges to proactively manage our transport and travel facilities.
- The increase in the number of staff working at HH will generate more travel-related impacts but it is also an opportunity for engagement to put schemes in place for active modes of travel.
- The increase in the number of patients at HH will also generate increased levels of travel in the area.
- Any reduction in staff car use will help release spaces for patients and visitors. Likewise, any increase will impact on the overall car parking management.
- There are a number of synergies between local authorities, TfL and the Trust to work in partnership and promote sustainable travel in the area.

3 POLICIES

This chapter outlines the national and local government policies and guidance that may have an impact on the Trust's STTP delivery.

3.1 Central Government

The [National Planning Policy Framework \(NPPF\)](#)¹⁴ was updated on 19th February 2019 replacing the previous NPPF published in March 2012 and sets out the government planning policies for England and how these are expected to be applied.

The National Planning Practice Guidance published in March 2014 highlights the importance of the Travel Plans¹⁵. It builds upon the earlier NPPF which states that all the developments, which generate significant amounts of movement, require a Travel Plan and it includes the following:

- Sustainable development is pursued in a positive way, at the heart of the Framework by considering environmental, economic and social objectives
- Travel and transport issues should be considered from the earliest stages of development proposals so that environmental impacts can be identified and assessed
- Giving priority to pedestrian and cycle movements with access to high-quality public transport facilities
- Addressing the needs of people with disabilities and reduced mobility
- Creating safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians

The research from the [National Institute for Health and Care Excellence](#) (NICE) supports their earlier recommendations that active travel such as walking and cycling can help boost mental wellbeing¹⁶. There are other studies drawing attention to the strong links between transport, health, including mental health, and wellbeing, e.g. the public health benefits of cycling and walking by [Sustrans](#)¹⁷.

The Health Technical Memorandum 07-03, 'NHS car parking management: environment and sustainability' stresses the role of STTP in reducing car parking demand and highlights the best practice in the healthcare sector.

Public Health England has called on the local authority transport planners to work more with the public health professionals, 'Working Together to Promote Active Travel, a briefing for local authorities', [published in May 2016](#)¹⁸.

The President of the Faculty of Public Health stated in July 2016:

"Everyone in public health, local authorities and across the health and social care sectors needs to work together to reduce the health harms of driving. For the sake of our health now and generations to come, we need a change in culture so that walking and cycling become part of our daily routine, rather than spending hours sitting in cars".

¹⁴ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810197/NPPF_Feb_2019_revised.pdf

¹⁵ <http://planningguidance.communities.gov.uk/blog/guidance/travel-plans-transport-assessments-and-statements-in-decision-taking/overarching-principles-on-travel-plans-transport-assessments-and-statements/>

¹⁶ <https://www.nice.org.uk/news/article/commuting-by-walking-or-cycling-can-boost-mental-wellbeing>

¹⁷ <http://www.sustrans.org.uk/sites/default/files/images/files/Sustrans%20Fit%20for%20Life.pdf>

¹⁸ <https://www.gov.uk/government/publications/active-travel-a-briefing-for-local-authorities>

3.2 NHS Long Term Plan

The NHS published the first ever long-term plan in January 2019 in response to the Department of Health and Social Care (DHSC)'s commitment for additional annual funding. The plan includes the NHS commitments towards sustainability.

The NHS has restated its commitment to the carbon targets in the UK government Climate Change Act (2008), reducing carbon emissions (on a 1990 baseline). This work will include projects to reduce the carbon footprint. The NHS is committed to improving air quality by:

- Cutting business mileage by 20% by 2023/24
- Ensuring that at least 90% of the NHS fleet uses low-emissions engines (including 25% ultra-low emissions) by 2028

The performance will be monitored through annual returns, which also requires the "Sustainable Travel and Transport Plan" to be signed off at the Board level along with the annual progress reports.

3.3 Mayor of London

The Mayor of London's [Environment Strategy](#)¹⁹ is bold and ambitious to improve London's Air Quality as quickly as possible. The strategy aims for a zero-emission road transport by 2050 and to enable this, it has set the following targets:

- All newly registered cars and LGVs driven in London to be zero emissions by 2030
- All newly registered vehicles driven in London to be zero emissions by 2040
- 40% carbon emissions reduction by 2022 & 60% by 2032

The Mayor's Transport Strategy aims for 56% of all trips in LBH to be undertaken by active travel or public transport by 2041.

The Council has an ambitious vision for the future of cycling in the Borough and wants to become one of the easiest and safest places to cycle in London.

In a drive to reduce vehicular traffic, the Mayor introduced a single 'Hopper' fare from September 2016 to encourage the use of public transport. A passenger using an Oyster or a contactless card can make multiple bus changes within a single hour without an additional cost.

3.4 Transport for London

The updated TfL [Travel Plan guide](#)²⁰ detailed information on what a Travel Plan should contain. Through its Business Engagement Team and Cycling Workplaces Scheme, the TfL now offers useful advice and encouraging more sustainable travel modes. There are ambitious plans and active engagement in place for expanding and supporting active modes of travel.

3.5 Healthy Streets

[Mayor's Transport Strategy 2018](#)²¹ highlights Healthy Streets as one of the focus areas. It is based on the concept that a new type of thinking is required to put into practice the theory of reducing car dependency and increasing active, efficient, and sustainable travel. It requires an understanding of how Londoners interact with their city and what defines their quality of life, with particular attention to the streets where

¹⁹ https://www.london.gov.uk/sites/default/files/osd21_es_executive_summary.pdf

²⁰ <https://tfl.gov.uk/info-for/urban-planning-and-construction/travel-plans#on-this-page-0>

²¹ <https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>

daily life plays out. The Healthy Streets Approach provides the framework for putting human health and experience at the heart of planning by using ten evidence-based indicators, shown in the figure below. A good performance against each indicator means that individual streets are appealing places to walk, cycle, and spend time. Such improvements will radically transform the day-to-day experience of living and working in London. It is another way of ensuring health and wellbeing are at the heart of planning.

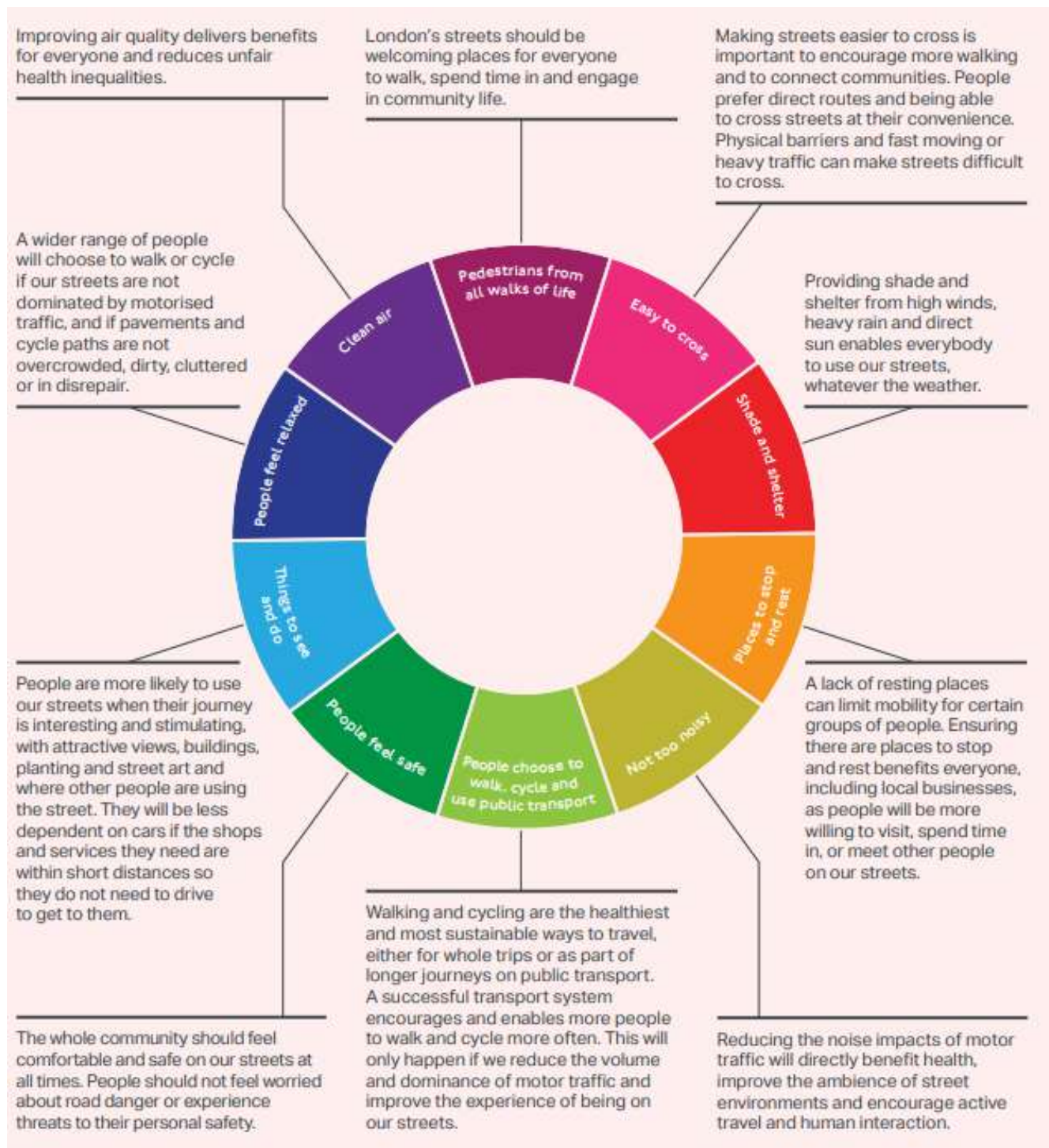


Figure 6: Ten Healthy Streets Indicators

Source: [Mayor's Transport Strategy](#)

3.6 Hillingdon's Local Implementation Plan (LIP)

Hillingdon's [Local Implementation Plan](#)²² (LIP) sets out how the council proposes to implement the Mayor's Transport Strategy (MTS towards 2031) and provides details on transport strategy, projects, proposals, and programmes. The LIP allows the council to plan strategically to meet current and future transport challenges and achieve the council's overriding ambitions to be an attractive and sustainable borough.

The LIP recognises Hillingdon Hospital and Mount Vernon Hospital as opportunities and service providers. The LIP presents an opportunity for the Trust to work in partnership with LBoH because its evidence-based objectives are mutual goals such as 'promote healthy travel behaviour, enable sustainable access to health, reduce negative impacts of transport on air quality and noise, etc. Such partnership work will help identify a multitude of opportunities and the speed of the delivery of STTP.

Local Implementation Plan

- 3.23 Hillingdon Primary Care Trust manages 76 sites across the borough, including 51 GP surgeries. Hillingdon Hospital Trust manages the borough's two NHS hospitals, at Hillingdon Hospital and Mount Vernon Hospital.
- 3.24 Cultural and leisure facilities include the borough's four golf courses, three swimming pools, 17 public libraries and museum collections at Uxbridge and Brunel University. The borough also hosts the BIGfest music and arts festival each October at Uxbridge.

Future development

- 3.25 The Pre-submission Core Strategy 2011-2026 sets the stage for growth across Hillingdon. The Core Strategy focuses on growth in five key areas, the key features of which are described below:

3.7 Clean Air Hospital Framework

On 5th March 2019, Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) and Global Action Plan launched the first ever [Clean Air Hospital Framework](#)²³ (CAHF); a strategy aimed at improving air quality in and around hospitals in order to create a healthier environment for the patients and their families, staff, and the local community. It is hoped that the wider NHS community will champion the framework, the more benefit the patients and communities across the UK can get through the implementation of a dedicated Clean Air plan.



²² https://archive.hillingdon.gov.uk/media/23769/EB52--LBH-Local-Implementation-Plan-April-2011/pdf/EB52- LBH_Local_Implementation_Plan_April_2011.PDF

²³ <https://www.globalactionplan.org.uk/clean-air/clean-air-hospital-framework>

London Borough of Hillingdon is an [Air Quality Management](http://www.hillingdon-air.info/daqma.php)²⁴ (AQM) area due to the levels of Nitrogen Dioxide (NO₂) and Particulate Matter (PM₁₀) not meeting the Air Quality in many parts of the boroughs. This means Hillingdon hospitals are within this area (as shown in the images below).

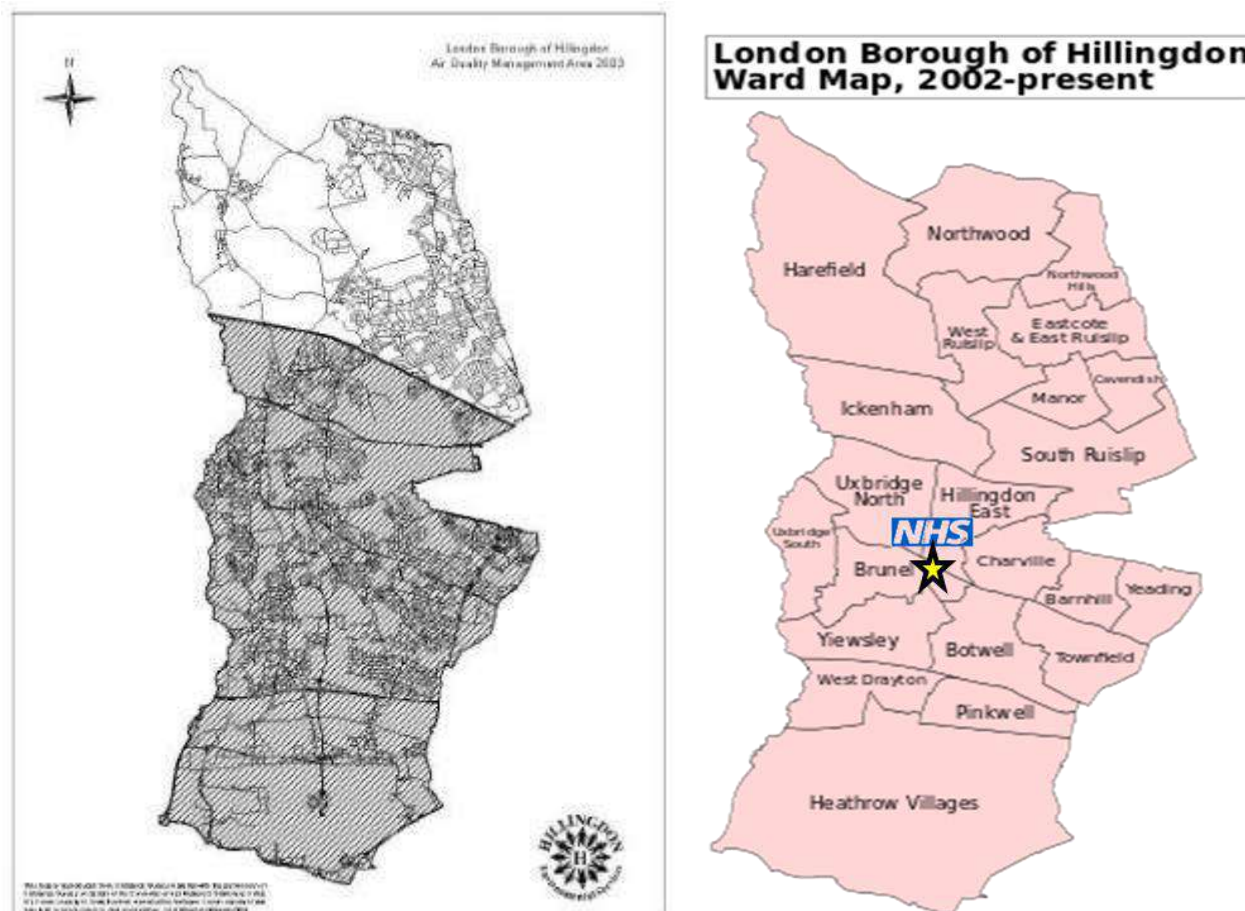


Figure 7: Hillingdon Borough Air Quality Management Area, Map

Source: [UK Air, Defra](http://www.ukair.defra.gov.uk)

3.8 Summary

- The last five years witnessed an increase in the recognition of the role of travel to promote health and wellbeing.
- There are strong drivers to promote sustainable, active, and healthy modes of travel and that requires further attention.
- London's air pollution is at illegal levels and the Trust, as a major generator of travel, needs to play its part in reducing staff car usage.
- Healthy Streets indicators are a good source to incorporate STTP into any redevelopment and capital projects.
- Trust's ongoing redevelopment programme will be at regular scrutiny to evidence an active travel plan.

²⁴ <http://www.hillingdon-air.info/daqma.php>

4 SITE ASSESSMENT - HILLINGDON

This chapter outlines the site access to different modes of travel, traffic, transport and surrounding area.

4.1 Accessibility Assessment

Hillingdon Hospital is situated on Pield Heath Road in Uxbridge, North London, approximately 1.3km southwest of Uxbridge Road in a predominantly residential area. Providing the majority of services from the Trust, Hillingdon Hospital is the only acute hospital in Hillingdon with an Accident and Emergency department, inpatients, day surgery, and outpatient clinics.

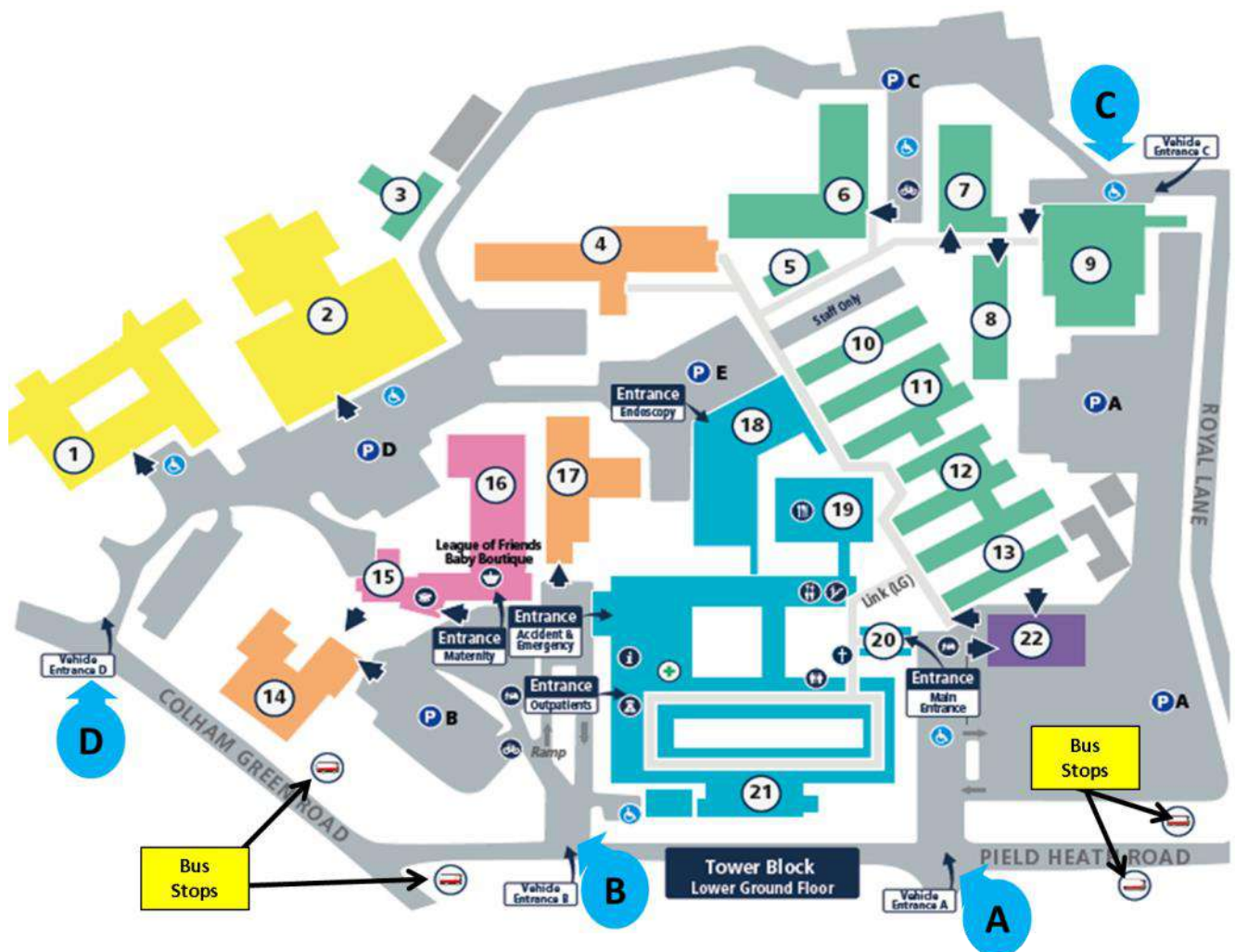


Figure 8: Hillingdon Hospital Site Map

Source: [Hillingdon Hospital website](https://www.thh.nhs.uk/about/travel/gethill.php)²⁵

²⁵ <https://www.thh.nhs.uk/about/travel/gethill.php>

Table 3: Hillingdon Hospital Site Accessibility Assessment

Accessibility item	Description	Assessment
Site Address	Hillingdon Hospital, Pield Heath Road Uxbridge UB8 3NN	
Site Access	Pield Heath Road is a single carriageway 30mph road that connects to the A437 Harlington Road in the east. In the west it connects to Church Road leading to Station Road which connects to Cowley High Street. The A437 connects to the Uxbridge Road in the north and M4 in the south, providing access to central London.	The site is well connected by road on all sides.
Vehicle Access	Vehicle access to the site is shown in the above figure. Hillingdon Hospital can be accessed by vehicles and pedestrians/cyclists from vehicle entrance A (main) and entrance B (accident and emergency) on Pield Heath Road, entrance C on Royal Lane, and entrance D located on Colham Green Road.	Access to cyclists at all entry points is not through dedicated cycle routes. It is via road only.
Ambulance Access	All Entrances have access for Ambulances. Access B is a key access for A & E entrance.	It is also an access for all vehicular traffic, pedestrians and cyclists.
Delivery Access	Most of the deliveries access through Entrance D on Colham Green Road.	This access is not restricted by any other traffic; it gives easy access to the Goods Receiving area.
Walking – Pedestrian Access	Pedestrian access is available from all entrances through a dedicated pedestrian path and zebra crossings.	The pedestrian path opposite Entrances A and B north side of the site is narrow, and it disappears near the Bus stops on Pield Heath Road.
Cycling Access	The access is only through the road path. There are secured parking spaces for staff, and unsecured parking shed for visitors accounting for 114 spaces with free to use bike pumps. There is a Santander Bike station by Entrance A.	There are no cycle lanes around the site. The access is via road only.
Public Transport - Bus	There are bus stops close to the entrances A, B and D, but no bus stops on Royal Lane at the back Entrance C. Buses from Hillingdon Hospital serve a wide variety of destinations across London. Please refer to Appendix A: Bus Spider Map	Though there is an Entrance C on Royal Lane, the bus stop access is on Pield Heath Road only. No Bus routes on Royal Lane.
Public Transport - Underground	The closest London Underground Station to Hillingdon Hospital is Uxbridge, approximately 2.3 miles to the north, equivalent to a 14-minute cycling distance. At Uxbridge station, the Metropolitan and Piccadilly lines can be accessed. From there, the U1, U3, U4, U5 or U7 buses serve the hospital with a journey time of approximately 12-15 minutes.	It has a good access to the Hospital and the other destinations.
Public Transport – Rail	The closest railway station to Hillingdon Hospital is West Drayton Station, which is approximately 1.3 miles south of the site, this equates to a 9-minute cycle or 26-minute walk. From West Drayton Station, the U3 or U5 bus serves the hospital with a journey time of approximately 11 minutes.	West Drayton station and Hayes & Harlington Station also connect to London Paddington Station.
Car Access	Access by car is available from all entrances. There are disabled parking spaces. For more details on charges and parking spaces see section: 4.2 and 5.2	There is over parking onsite with cars parked on yellow lines and grass verges.
Shuttle Bus Service – free service	A shuttle bus service exists for staff, patients, and visitors who need to get between the two hospital sites. This service runs approximately once an hour from the A&E main entrance between 07:15 and 18:30.	Free service for patients and staff.

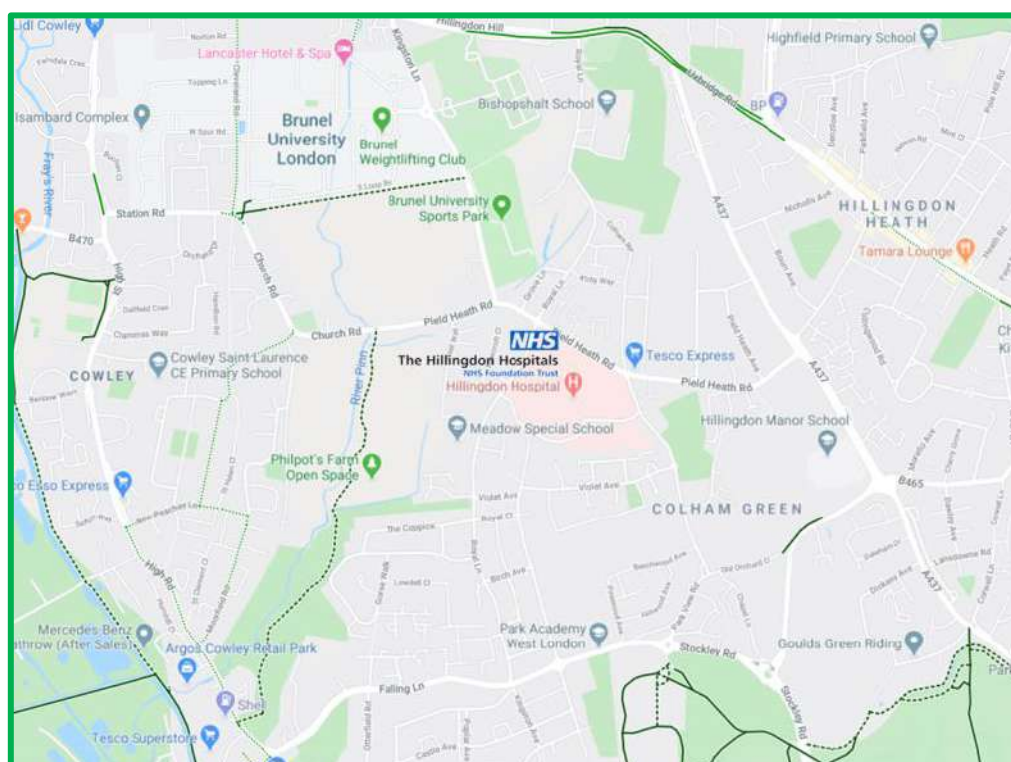


Figure 9: Cycle Routes in the HH area

(Showing no dedicated cycle access, green route lines denotes cycle lanes)

Source: Google Maps



Figure 10: Bus Stops in the HH area

Source: Google Maps

4.2 Car Parking

The Trust owns a car park on both sites for use by Hillingdon Hospital Trust staff and patients only. There are currently 838 spaces 41 less than previous year, as listed adjacent (as in July 2021). It should be noted that as Hillingdon Hospital is currently undergoing major hospital redevelopment programme, a number of spaces have reduced due to building works. The impact of COVID, agile working and the move towards virtual appointment is currently unknown and too early to assess due to COVID implications.

Car Park Tariffs - 24 hours a day

0 - 10 minutes	► No charge
1 hour	► £1.70
2 hours	► £3.20
3 hours	► £4.70
4 hours	► £6.20
5 hours	► £7.70
6 hours	► £9.20
7 hours	► £10.70
8 hours	► £12.20
9 hours	► £13.70
10 hours	► £15.20
11 hours	► £16.70
12 hours to 24 hours	► £18.20
Each extra 24 hour period	► £18.20

20 minute drop off points	► No charge
Concessionary parking (approved by ward manager)	► Patient and visitors of long-term patients - 1 week: £12, 1 month: £25. Cancer patients - £1 per visit More information on concessionary parking

Main car park and maternity have Pay on Foot (barrier) parking, and other car parks have Pay and Display parking. All Pay on Foot machines take notes. Please do not park on yellow lines grass verges etc. Parking is permitted in marked bays only.

There is allocated motorcycle parking in the maternity car park - this is free to use, but please ensure the motorbike is not obstructing anything.

Disabled parking spaces are free.

Figure 11: Car Parking Charges

Source: [THH Website](#)

Designated to	Number of Spaces
Staff only	448
Staff/Public	161
Disabled	44
Public spaces	152
Essential users	20
Drop off	13
Total	838

There are five main car parks at Hillingdon Hospital. Currently, the charges apply 364 days a year, 24 hours a day at both Hillingdon and Mount Vernon Hospitals as shown in the image on the left. Christmas Day free parking.

Access by car is available in all entrances. The main car park and maternity have Pay on Foot (barrier) parking, and other car parks have Pay and Display parking. Considerate parking is requested such as not parking on yellow lines or grass verges.

Staff car parking charges are as follows:

- Full permit holders - £1.60 / day
- Waiting list permit holders - £4 / day
- Temporary staff (agency or bank) £6.10 / day

These can be done either through scratch cards or pay monthly.

Pay-monthly schemes for the full permit, £31 a month and waiting list, £77 a month for onsite parking.

4.3 Electric Vehicle Charging Points

The Trust has further invested in EVCPs infrastructure in 2020 and doubled the capacity. There are five duals (double sockets) and three minis (single socket) charging points, a total of 13 sockets.

The two duals and one mini are in staff car parking bays. One of the minis is dedicated to a public disabled parking bay. The parking is monitored by wardens. If someone is parking and not charging, they can be ticketed.



4.4 PTAL Assessment

PTALs is a TfL measurement of the accessibility of a point from a development site to the public transport network, taking into account walking access times and service availability. The method is essentially a way of measuring the density of public transport network in London at specific points. A PTAL score can range from 0 to 6b, where a score of 0 indicates the “worst” and 6b indicates an “excellent” accessibility level.

The PTAL score for Hillingdon Hospital UB8 3NN ranges from 0 to 3 depending on the point of location. As shown in the figure below, the centre of the site represents the lowest level (0) whilst at the site entrance points on Pield Heath Road (marked with - - -); the PTAL raises to 3 (green grid) where there is increased accessibility to bus services with three bus stops. This low PTAL can be attributed to the distance from the hospital to the rail and tube services. The assessment for 2021 and 2031 forecast shows no change.

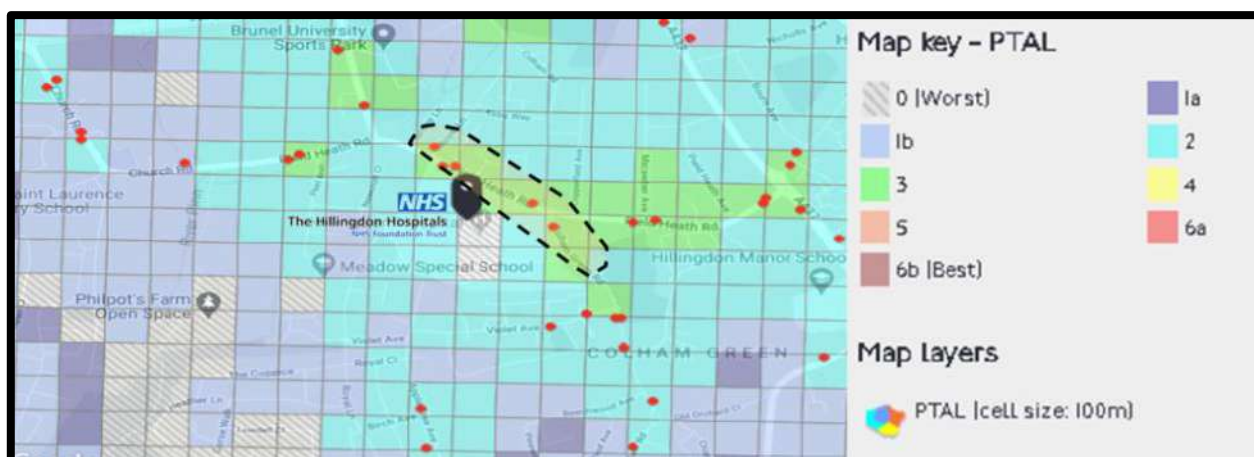


Figure 12: PTAL Assessment for Hillingdon Hospital, UB8 3NN

Source: [TfL WebCat tool](#)²⁶ (overlaid with Trust logo and dotted line)

4.5 Healthy Streets Assessment

London Borough’s Healthy Street Scorecard was published in July 2019. The assessment took the following indicators into consideration for all the London Boroughs. The chart below shows the overall score out of 10. Hillingdon is 2.0 out of 10 and it is the fifth from the bottom, showing a potential to improve.

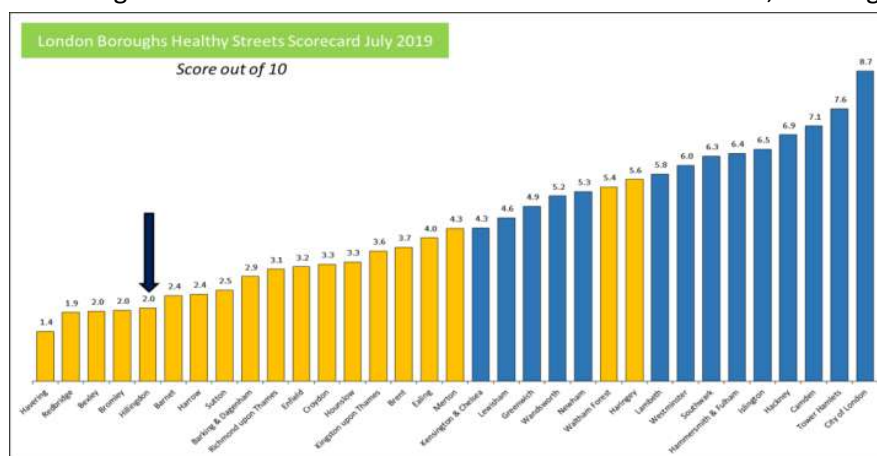


Figure 13: London Boroughs Healthy Streets Scorecard July 2019

Source: [London Boughs Healthy Streets Scorecard](#)²⁷

Indicators	
Mode share: Sustainable Modes	Active Travel- Walking
Active Travel- Cycling	Casualties
Cars per Household	Low Traffic Neighbourhoods
Controlled Parking Zone Coverage	Provision of Protected Cycle Track
20 mph	

²⁶ <https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat?intcmp=25932>

4.6 Access to Facilities

The approximate walking and cycling distances between Hillingdon Hospital and local facilities and amenities are summarised in the following table. All distances have been calculated from the centre of the site. Some facilities such as a restaurant, café, and ATM are available on site.

Table 4: Facilities in Walking and Cycling Distance at HH

Facility	Distance in metre	Number of steps	Walking (max 15min, 1 mile)	Cycling (max 15 min, 4 miles)
Retail				
Café and restaurant	On site	On site	🚶	---
Costa Coffee	On site	On site	🚶	---
Shop (Tesco Express)	321	421	🚶	🚲
Restaurant (JinLi)	321	421	🚶	🚲
Café and restaurant	321	421	🚶	🚲
Newsagents	321	421	🚶	🚲
Food and Wine	800	1,048	🚶	🚲
Public Transport				
Bus Stops	100	131	🚶	---
Uxbridge Underground Station	2,735	3,583	---	🚲
West Drayton Station	2,896	3,794	---	🚲
Health				
Pharmacy	On site	On site	🚶	---
Other				
Cashpoint (ATM)	On site	On site	🚶	---
Nursery (Busy Bees)	On site	On site	🚶	🚲
Chapel	On site	On site	🚶	---
Colham Green Recreation Ground	482	631	🚶	🚲
Meadow Special School	700	917	🚶	🚲
Bishopshalt School	700	917	🚶	🚲
Colham Manor School	800	1,048	🚶	🚲
Lodge	900	1,179	🚶	🚲
Hillingdon Manor School	1100	1,441	🚶	🚲
Hillingdon Sport and Leisure Complex	3,701	4,848	---	🚲

* 1 mile = 1.609 km. 3 to 4 mile is an average recommended cycling distance for 15min. 1m=1.31 steps

4.7 Staff Home Postcodes Assessment

The staff home postcodes obtained from the HR department is plotted on a map shown in the following figure to assess the number of staff living in and around the site. This shows that some staff travel very long distances to work; for example, from South Wales and Birmingham, and presumably they do not travel every day. The majority live within the M25 with a large cluster in and around the Hillingdon area. Other clusters can be seen in the larger centres outside the M25 such as Slough and High Wycombe.

²⁷ <https://londonlivingstreets.files.wordpress.com/2019/07/londonboroughshealthystreetsscorecardjuly2019.xlsx>

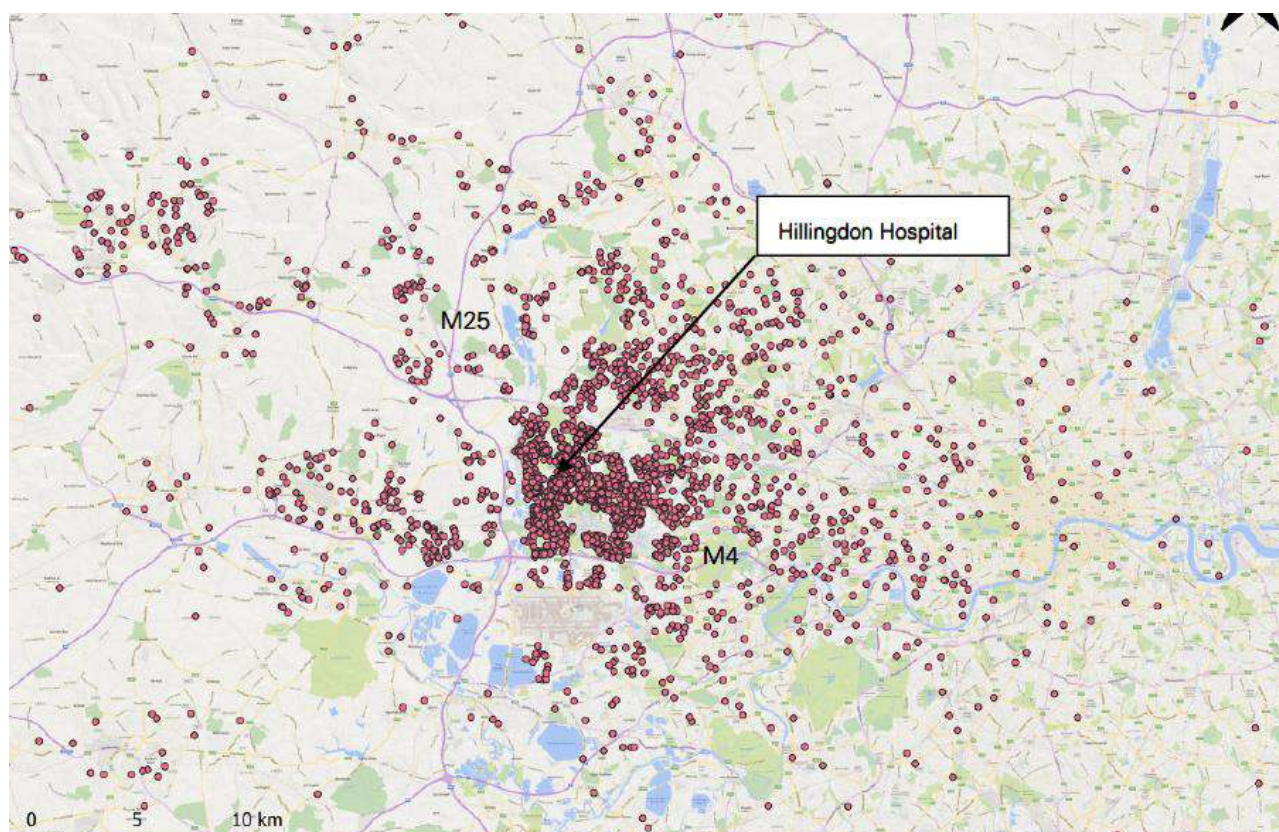


Figure 14: THH Staff Home Postcodes Map

Source: THH Data (plotted by Ridge and Partners)

4.8 Staff Home Postcodes Travel Distance

The staff home postcodes obtained from the HR department are assessed to see how far some of these postcodes are from Hillingdon Hospital UB8 3NN. The figure below outlines the postcodes with staff numbers next to each postcode, and the table shows the distance to the hospital.

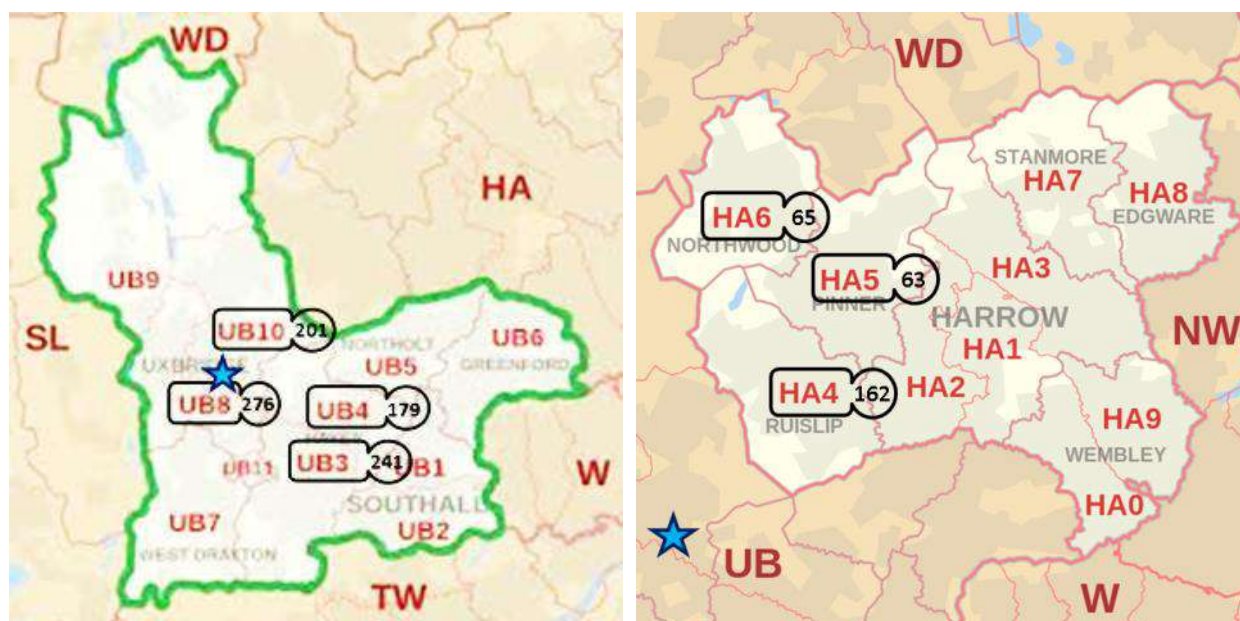


Figure 15: Hillingdon Borough Postcodes maps with staff numbers in circles (blue star – Hillingdon Hospital)

Source: <https://en.wikipedia.org/>

Table 5: Staff Home Postcodes Travel Distance, Time and Map

Postcode	No. of staff in the area	Point of interest (from)	Cycling distance/time to Hillingdon Hospital
UB8 3NN		Hillingdon Hospital (HH) marked in blue star	
UB8	276	Uxbridge Station / Hillingdon Station / West Drayton Station	< 2.5 miles / 15min
UB3	241	Hayes & Harlington Station	< 4 miles / 20min
UB10	201	Ickenham Station	< 4 miles / 20min
UB4	179	White Hart Roundabout	< 5 miles / 25min
HA4	162	Ruislip Manor Station	< 6 miles / 30min
UB5	100	Northolt Station	< 6 miles / 30min
HA6	65	Northwood Station	< 8.5 miles / 45min
HA5	63	Pinner Station	< 8.5 miles/ 45min
	1,287	34% (1,159) live and work within 30min cycling distance, and nearly 10% within 20 minutes walking distance.	

* 1 mile = 1.609 km. 3 to 4 mile is an average recommended cycling distance for 15min.

5 SITE ASSESSMENT – MOUNT VERNON

This chapter outlines the Mount Vernon Hospital site access to different modes of travel, traffic, public transport and surrounding area.

5.1 Accessibility Assessment

Mount Vernon Hospital is located off Rickmansworth Road approximately 2.7 miles, southeast of Rickmansworth. The Hospital has a modern Diagnostic and Treatment Centre and the existing Princess Christian Unit. Outpatient services and a Minor Injuries Unit are also there. The Trust's own operations on this site are less than 20%, the rest being leased out most of the area and building have limited control and engagement with the tenants' activities.

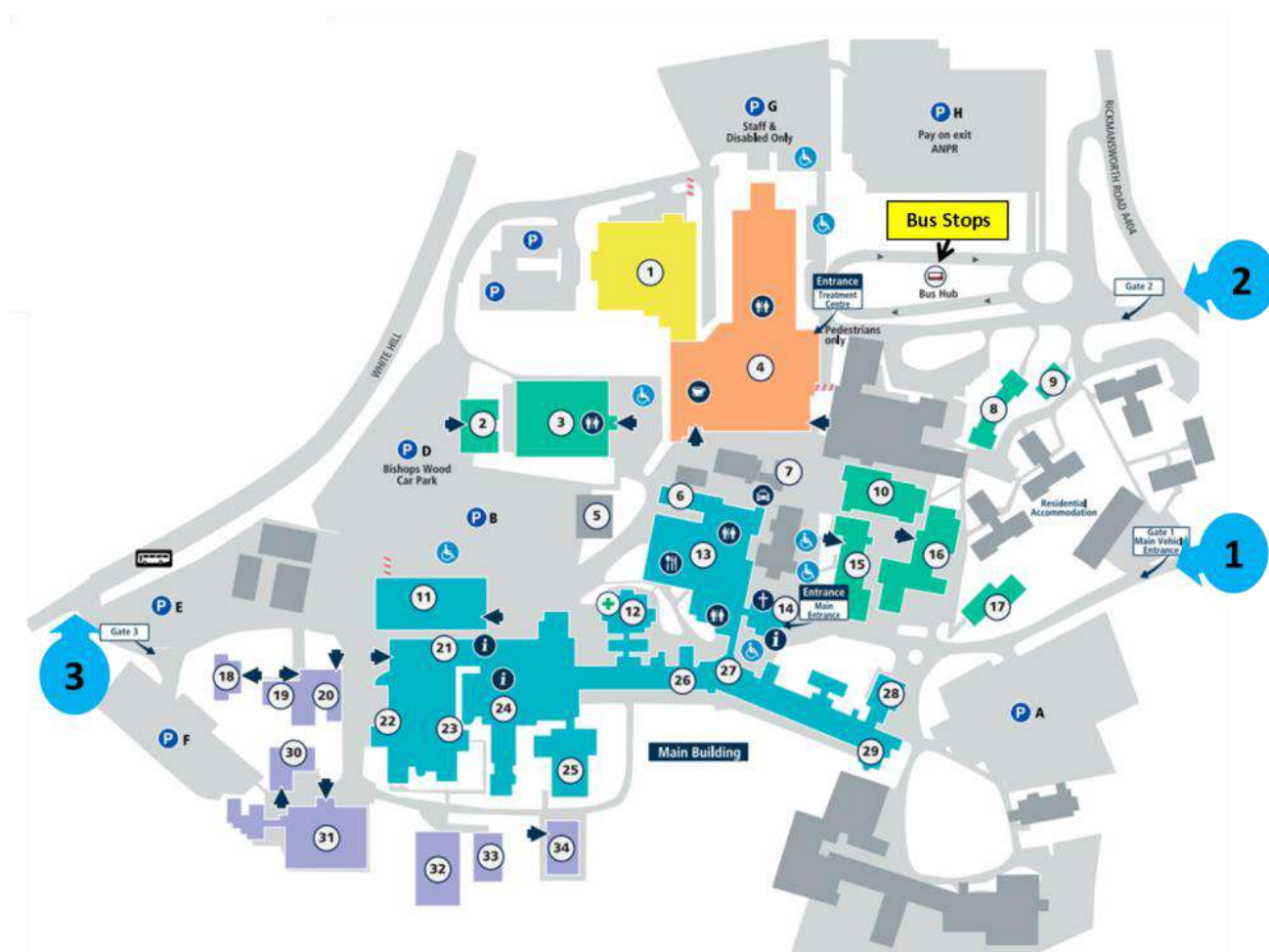


Figure 16: Mount Vernon Hospital Site Map

Source: [Hillingdon Hospital website](https://www.thh.nhs.uk/about/travel/gethill.php)²⁸

²⁸ <https://www.thh.nhs.uk/about/travel/gethill.php>

Table 6: MVH Site Accessibility Assessment

Accessibility item	Description	Assessment
Site Address	Mount Vernon Hospital, Rickmansworth Road, Northwood, HA6 2RN	
Site Access	The A404 Rickmansworth Road, a single carriageway road which connects to London Road and onto Rickmansworth in the northwest and to Pinner Road and Pinner in the southeast. The A4180 also links to Rickmansworth Road near the Hospital which leads south to Ruislip.	The site is well connected to the road on all sides.
Vehicle Access	As shown in the above figure, Gates 1 and 2 are the main hospital entrances, whilst Gate 3 is less accessible to pedestrians with only one footway going southwest along White Hill towards bus stops.	Access to cyclists at all entry points is not through dedicated cycle routes. It is via the road only.
Ambulance Access	All Entrances have access for Ambulances.	It is also an access for all vehicular traffic, pedestrians and cyclists.
Delivery Access	Most of the deliveries access through Gate 1 and 2	It is also an access for all traffic vehicular, pedestrians and cyclists.
Walking – Pedestrian Access	Footways and street lighting are present on all roads in the vicinity of Gates 1 and 2, enabling good pedestrian connectivity to the surrounding residential area and bus stops.	Gate 3 is less accessible to pedestrians lack of lighting, with one footway going southwest along White Hill connecting to bus stops.
Cycling Access	Cycle access is only through the vehicular traffic road. There are 32 parking spaces (unsecured) for staff and visitors with free to use bike pump.	There are no cycle lanes around the site. The access is only via road.
Public Transport - Bus	There is a Bus Hub on the site close to the main entrance of the Treatment Centre. Buses serve a wide variety of destinations to Ealing Hospital, Uxbridge, Harrow Northwood, and Ruislip Underground Stations.	The main road and access to other bus stops is at least half a mile away from the main entrance.
Public Transport - Underground	The closest Underground station to MVH is Northwood on the Metropolitan Line, approximately 1 mile away which is equivalent to a 7-minute cycle ride or 20-minute walk. Bus services are also accessible from the station, providing a link to the hospital taking approximately 5 minutes.	
Public Transport – Rail	The closest railway station to MVH is Rickmansworth, approximately 2.8 miles northwest of the hospital, equivalent to a 17-18 minute cycle. From Rickmansworth Station, the Metropolitan Line can be accessed to Northwood. 3.20.2. Alternatively from Denham Station (which runs on the Chiltern Main Line), bus route 331 comes to the hospital.	All stations connect to Central London. Rickmansworth station uphill ride on a bike.
Car Access	Access by car is available from all entrances. There are disabled parking spaces. For more details on charges and parking spaces, see Car Parking section 4.2 and 5.2.	Due to the majority of the site being occupied by tenants, there is limited influence from the Trust.
Shuttle Bus Service – free service	A shuttle bus service exists for staff, patients, and visitors who need to get between the two hospital sites. This service runs approximately once an hour from the main entrance between 07:00 and 18:00.	Free service for patients and staff.

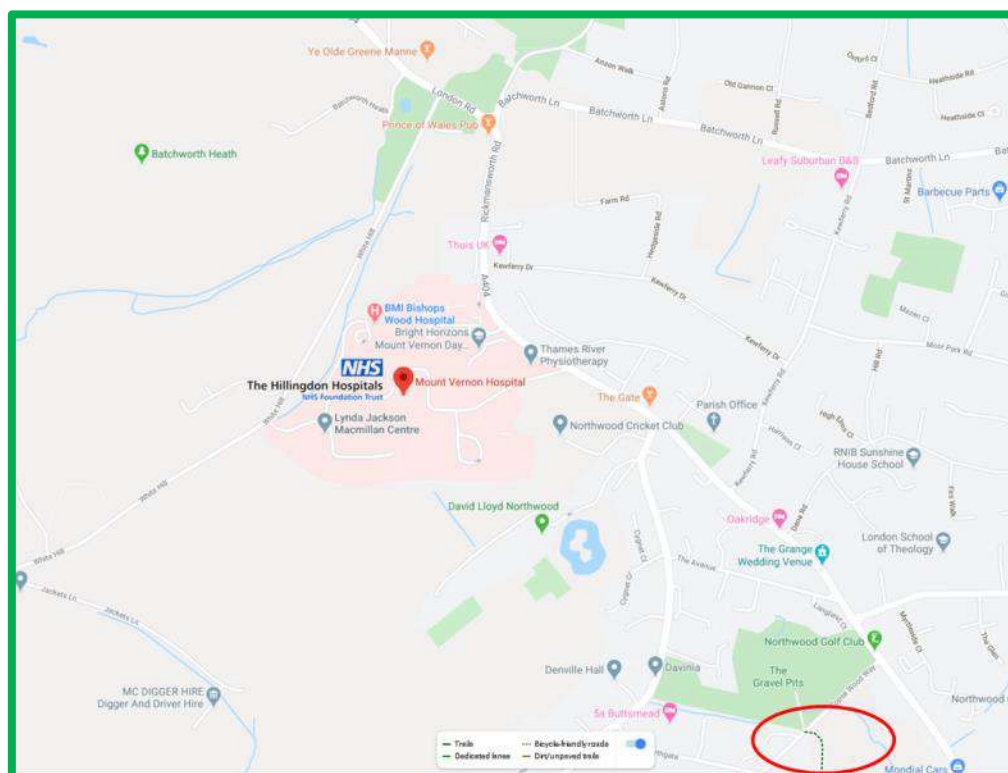


Figure 17: Cycle Routes in the MVH area
(Showing no dedicated cycle access, green route lines denotes cycle lanes)
Source: Google Maps



Figure 18: Bus Stops in MVH area
Source: Google Maps

5.2 Car Parking

There are currently 1,081 spaces in the MVH site; most of these spaces are in utilisation by tenants leasing the buildings/site from the Trust. All visitor car parks are pay and display, shown on the site map in previous section which is ANPR (Automatic Number Plate Recognition.) Car Park H requires entering vehicle registration and pay before returning to the vehicle, and the barrier will lift upon exit.

There is now no visitor parking in Car Park G, as this is for staff only. A note changing machine is available inside the Treatment Centre (Outpatient Department) and also the Oak Tree Restaurant, which is located inside the main entrance. There is no specific allocated motorcycle parking on the Mount Vernon site; parking is allowed in general car parking areas and are free to use, as long as not causing any obstructions.

All car park tariffs are same as at Hillingdon Hospital site. Please refer to section 4.2: Car Parking.

5.3 PTAL Assessment

PTAL is a TfL measurement of the accessibility of a point from a development site to the public transport network, taking into account walking access times and service availability. The method is essentially a way of measuring the density of public transport network in London at specific points. A PTAL score can range from 0 to 6b, where a score of 0 indicates the “worst” and 6b indicates an “excellent” accessibility level.

The PTAL score for Mount Vernon Hospital HA6 ranges from 1a which is poor to 2. The reason for a low PTAL is due to no rail and underground services. PTAL score improves closer to Rickmansworth Road due to bus service accessibility. Score 2 is approx. 400m from the main site entrance. The assessment for 2021 and 2031 forecast shows no change.

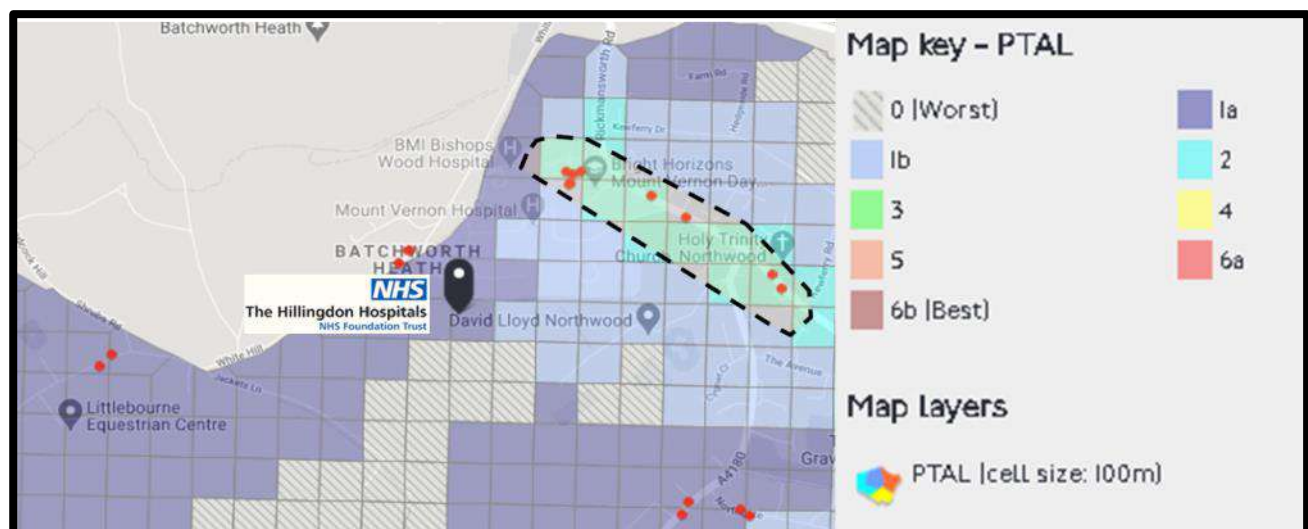


Figure 19: PTAL Assessment for Mount Vernon Hospital, HA6 2RN

Source: [TfL WebCat tool](https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat?intcmp=25932)²⁹ (overlaid with Trust logo and dotted line)

²⁹ <https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat?intcmp=25932>





















5.4 Healthy Streets Assessment

MVH site is part of the Hillingdon Borough, and the London Borough's Healthy Street Scorecard applies for this site as well. The neighbouring borough, Harrow, scored 2.4, slightly higher than Hillingdon 2.0. For more details on the assessment chart and indicators, please refer to section 4.5.

5.5 Access to Facilities

The access to facilities with approximate walking and cycling distances from the hospital are summarised in the following table. All distances have been calculated from the centre of the site. Some facilities such as cafes and a pharmacy are located on site.

Table 7: Facilities in Walking and Cycling Distance at MVH

Facility	Distance in metre	Number of steps	Walking 15min, 1mile	Cycling 15min, 4miles
Retail				
Restaurant	On site	On site		---
Café	On site	On site		---
Costa Coffee	On site	On site		---
Princess of Wales Pub	800	1,048		
Waitrose Supermarket	1,448	1,897		
Bank (Barclays with ATM)	1,448	1,897		
Post Office (Northwood)	1,448	1,897		
Public Transport		0		
Bus Stops – onsite hub	60	79		---
Northwood Underground Station	1,700	2,227	---	
Rickmansworth Station	4,600	6,026	---	
Health				
Pharmacy	On site	On site		---
Other				
Cashpoint (ATM)	On site	On site		---
Chapel	On site	On site		---
B&B (Leafy Suburban)	1,200	1,572		
South Oxhey Leisure Centre	5,149	6,745	---	

* 1mile = 1.609km. 3 to 4 miles is an average recommended cycling distance for 15min. 1m = 1.31 steps.

5.6 Staff Home Postcodes Assessment

The staff home postcodes obtained from the HR department are plotted on a map shown in section 4.7 of Hillingdon Hospital site assessment.

6 TRANSPORT SERVICES

The Trust's transport consists of two areas: Patient Transport and non-patient Transport. The non-patient transport service is managed in-house whereas, non-emergency Patient Transport is contracted. Hillingdon site manages all the transport required for both sites with dedicated Transport and Waste teams. The following table outlines the Trust's transport services and vehicles used.

Table 8: Transport Services

Transport Service	Service Description	Vehicles use / additional notes
Patient Transport – Emergency	This service is covered through London Ambulance Services.	
Patient Transport – non-emergency	This is contracted with HATS Group. This service is based on essential criteria set to evaluate the patient transport requirement.	12 Ambulances serve as part of this contracted service.
Deliveries / Logistic Services	There are approximately 250 movements per day relating to deliveries at HH. This includes supplies, mortuary, catering, medical gas, couriers, and waste collections. There is a central access point for deliveries allowing movements to be consolidated and managed effectively.	There are tenants onsite but their activity is defined low.
Transport and Courier Service	The Trust Transport team manages all its transport and courier services including internal post, medical samples, patient prescriptions delivery, CCG service requests, etc. A full list is provided below.	Vehicles are leased by the Trust.
Medical Records	The Trust Transport team manages all the medical records transfer between hospitals and Bulls Bridge.	Vehicles are leased by the Trust.
Passenger Service	The Trust Transport team manages the Shuttle bus service ³⁰ between the hospitals for both visitors and patients.	Minibus leased by the Trust
Waste Collections and Transfers	The Trust Waste teams collect waste from different buildings onsite and transfer it to a central waste compound for storage. The Trust Transport team are responsible for collecting waste from different CCG sites such as GPs and Dental Surgeries. This constitutes five onsite and two external movements a day.	Vehicles are leased by the Trust.

Transport and Courier Services

- Internal post
- Specimens delivery
- Pharmacy deliveries
- CCG deliveries and collections
- Immigration centres collections
- Anticoagulation (nurse)
- Isotopes
- London routes with mail and samples
- GP, North and Clinic rounds
- Passenger Service
- Deceased babies to John Radcliffe
- Placenta deliveries
- Theatre equipment
- Blood deliveries

³⁰ <https://www.thh.nhs.uk/documents/Travel/minibus.pdf>

6.1 Fleet Vehicles

At Hillingdon Hospital as of 2020/21, there is a fleet of 24 vehicles in operation including cars, minibuses, and light vans. The transport for both of its sites is managed from Hillingdon site including fleet vehicles parking. The whole fleet travelled 441,806 miles in 2019/2020 just 1% more than previous year, with diesel vehicles making the majority of journeys. A breakdown of these vehicles along with fuel type and annual mileage are shown in the following tables.

Last year the Trust made a significant progress by adding two more vehicles to its green fleet. There is an electric battery-operated load carrier for waste transfer services at Mount Vernon, which will be replaced with an upgraded version in September 2021. As shown below, the mileage has gone down; this is mainly due to low activity during Covid 19 pandemic.

Table 9: Fleet Breakdown and Mileage

Vehicle Type	Fuel Type	Nos 18/19	Nos 19/20	Nos 20/21
Car	Petrol/ Diesel	6	6	6
	Hybrid	1	1	1
	Electric	3	3	3
Light Van	Diesel	7	4	3
	Electric	1	1	3
3.5 tonne Van	Diesel	8	8	7
Mini-bus	Diesel	1	1	1
Ambulance (HATS)	Diesel	13	12	12

Vehicle Fuel Type	Mileage 2018/19	Mileage 2019/20	Mileage 2020/21
Petrol/ Diesel	227,965	236,205	154,020
Hybrid	17,592	17,592	15,648
Electric	33,288	30,086	21,469
Ambul. Diesel	157,874	157,923	104,579
Total	436,719	441,806	295,716

* Ambulances are part of the HATS Group Patient Transport contract.

6.2 Patient Transport

Non-emergency patient transport service (NEPTS) is contracted out to HATS Group, who operates from Hillingdon site. As of 2019/2020, there has been a fleet 12 ambulances. HATS Group are committed to reducing their business activity related impact, and have provided the following statement.

HATS recognise that the health and social care system in the UK has the most to gain from reducing greenhouse gas (GHG) emissions, due to the severity of impacts of GHG emissions on human health.

We support the concept that the NHS, as a system, should 'do no harm' and are determined to play a significant role in working towards creating a sustainable NHS system. In addition to basic compliance with all relevant environmental legislation (including the Ultra-Low Emission Zone requirements), we are at the forefront of pushing a radical agenda which ensures that our patients can be transported in a clean city, free of pollution.

As part of our Green Transport Programme, HATS is partaking in the ESOS Government programme (administered by the Environmental Agency) which we hope will conclude with HATS being recognised as a carbon neutral organisation.

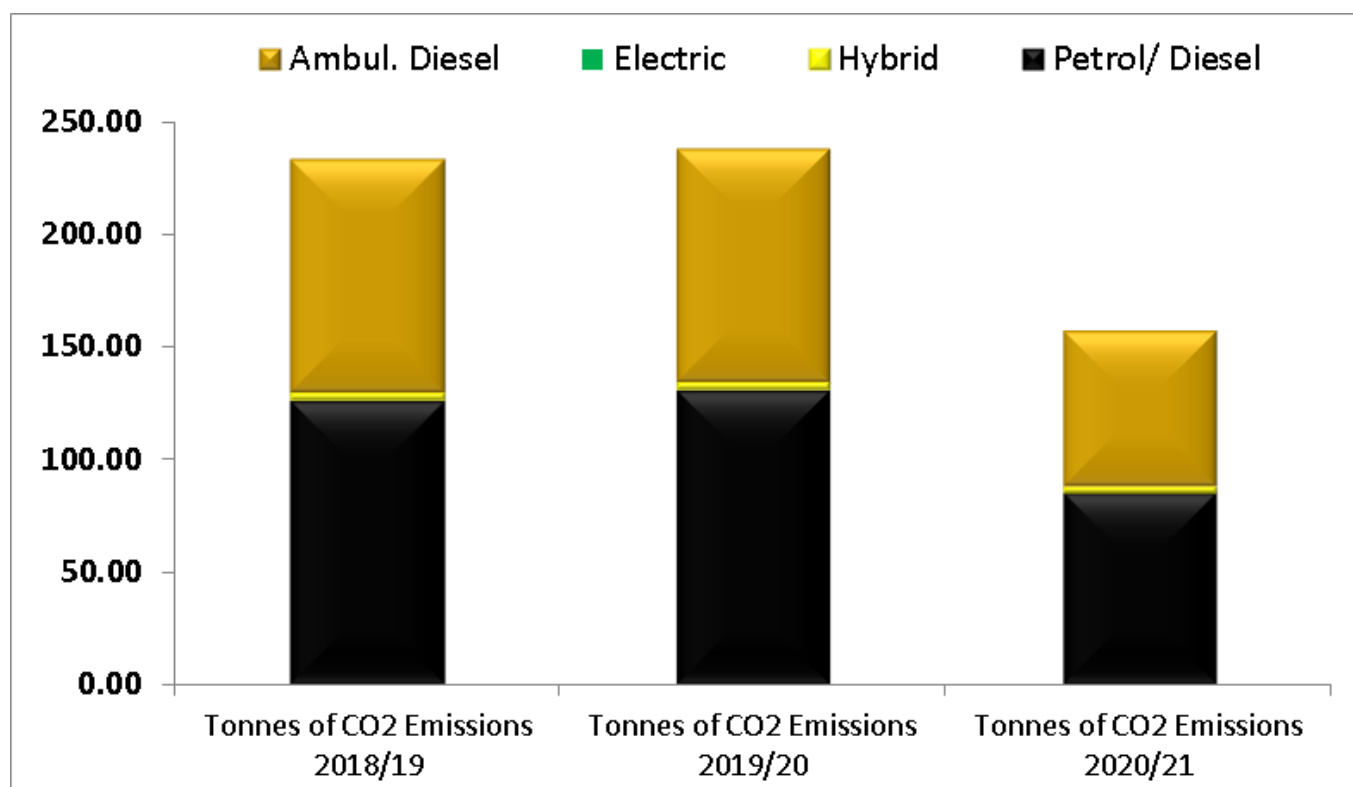


In line with their above vision HATS Group have now introduced first in UK NEPTS electric ambulance at Hillingdon Hospital, see more details in section 8.8.

6.3 Carbons Emissions - Scope 1

The Trust transport service carbon emissions are as follows. All electric vehicles have zero emissions now.

Vehicle Fuel Type	Mileage (miles) 2018/19	Mileage (miles) 2019/20	Mileage (miles) 2020/21	Tonnes of CO2 Emissions 2018/19	Tonnes of CO2 Emissions 2019/20	Tonnes of CO2 Emissions 2020/21
Petrol/ Diesel	227,965	236,205	154,020	125.76	130.31	84.97
Hybrid	17,592	17,592	15,648	3.96	3.96	3.52
Electric	33,288	30,086	21,469	0.00	0.00	0.00
Ambul. Diesel	157,874	157,923	104,579	103.76	103.80	68.74
Total	436,719	441,806	295,716	233.49	238.07	157.23



Source: calculations based on [Greenhouse gas reporting: conversion factors 2020 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2020)

7 TRAVEL SURVEYS

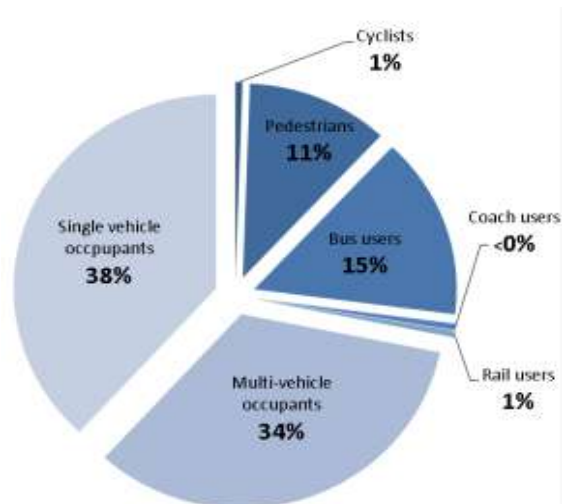
Travel Surveys help understand travel patterns, modal shifts, and surrounding issues/barriers; these are also used for the development of modal targets and objectives within a travel plan. The Trust has commissioned TRICS surveys every two years as part of the Section 106 agreement of a planning permission with the LBoH.

The last TRICS survey was done in July 2018. The Trust also planned to carry out the 2020 survey but due to COVID 19 pandemic, surveys were suspended. And the ongoing free car parking for staff will not allow a true understanding of travel patterns. Hence, to ensure the progress on the sustainable travel commitments, the Trust decided to publish this plan by using the 2018 survey data. The Trust is actively monitoring the situation to undertake surveys as soon as practical.

7.1 Travel Survey Results

The following table show the results of the 2016 and 2018 TRICS surveys. The TRICS surveys are not exclusively staff surveys; they include patients and visitors. The total respondents in 2018 were 9,958.

Table 10: TRICS Survey Results



Travel mode	2016	2018	Change '16 to '18
Pedestrians	8.4%	11.4%	3.0% ↑
Cyclists	0.5%	0.6%	0.1% ↑
Bus users	13.2%	15.1%	1.9% ↑
Coach users	0.6%	0.5%	0.1% ↓
Rail users	1.2%	0.6%	0.6% ↓
Multi-vehicle occupants	36.8%	33.6%	3.2% ↓
Single vehicle occupants	39.4%	38.2%	1.2% ↓

7.2 Distance and Travel Time

As mentioned in section 4.7, (Staff home postcodes travel distance), nearly 26% of the staff are living and working within 5 miles radius from Hillingdon Hospital, which is conveniently a good 30-minute cycling distance. Most of this distance is within 15-20 minute walking distance.

7.3 Summary

- There is a potential to increase the number of staff cycling to work by introducing various schemes.
- There is a reduction in both multi and single-vehicle occupants, which is good and must be sustained.
- In addition to cycling and walking, introducing car share may add to modal share and reduce Single Occupancy cars.

8 PROGRESS AND ACHIEVEMENTS

This section outlines the progress and achievements made on the STTP. The Trust has been promoting green travel through various means and this has now become a basis to build upon through a long-term commitment.

8.1 Engagement and Promotion

Travel Plan-related information continues to be regularly imparted through all the available communications channels, as outlined below:

Table 11: Engagement and Promotion Initiatives

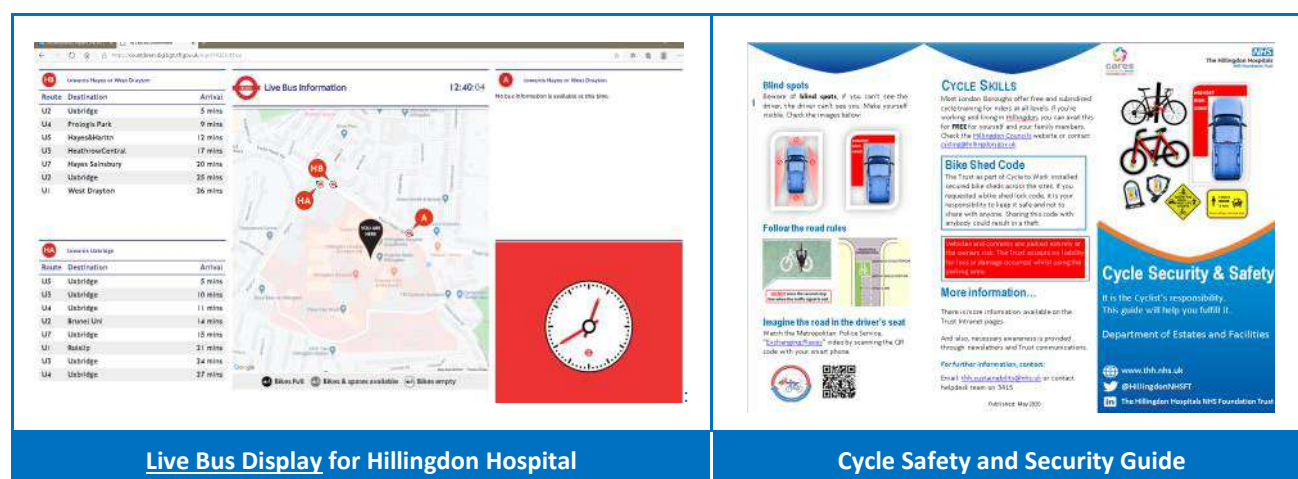
Communication Channel	Marketing and Promotion
Green Message	The Trust's sustainability newsletter regularly features stories related to sustainability benefits and best practice. 7 out of 25 publications were directly related to transport and travel issues.
Daily Briefing	The Trust's daily update to all staff publishes topical messages such as cycle events.
Intranet / Internet	Internet pages ³¹ have dedicated travel pages with information on cycling, walking, shuttle bus timetable, and site maps.
Live Bus Departure Display	The Trust has a live TfL Bus departure web link that can be accessed by staff from their desks on a computer screen.
External Website	The Trust's website has a section on " getting here " ³² , which is visible on the main webpage as well as under the patients /visitors sections. The getting here section provides information on site maps, shuttle bus service, and more.
Wayfinding Maps	Hospital wayfinding maps ³³ showing around the sites information were published both in leaflet and poster display formats.

<p>GREEN MESSAGE</p> <p>Sustainability stories from (S)ites and (S)taff</p> <p>There have been five articles published since the last edition, during which the weekly newsletter and other across the site have reported a team in demand for the weekend. Latest article: Sustainability of Cycle Challenge has highlighted that up to 5,000 bicycles, walking, delivery and loading, are either already sold or reserved for conversion to electric.</p> <p>London has also seen a big rise in bike use. There are predictions that the number of bikes on the roads will double by 2025 when the national restrictions are lifted and the London's Transport Plan is implemented.</p> <p>What does this mean?</p> <p>This means that people who had never ridden a bike, have taken their bikes and have become regulars to use it along their journey. There has been a considerable amount of support for walking, cycling, and public transport during the pandemic from various agencies and organisations.</p> <p>It is a great opportunity to look at the way we travel and how we can make it more sustainable and healthy and active way of living. Just a small change in the way we travel can make a big difference.</p> <p>How can you benefit?</p> <p>There are many benefits to using a bicycle or walking to work. It is a great way to stay fit and healthy, and it is a great way to reduce your carbon footprint. It is also a great way to save money on transport costs.</p>	<p>find out more</p> <p>www.hillingdonhospitals.nhs.uk</p> <p>Parking, walking and cycling</p> <p>Parking charges for staff will start again on Wednesday 1 July and monthly payments will be reinstated from that date too. If you normally use scratch cards, then don't use them again from this date.</p> <p>The staff parking office will reopen on Monday 22 June during the usual times 9.15-11am and 12.30-3.45pm. Access will be controlled to ensure social distancing, please be patient and do not block the corridor if queuing.</p> <p>All staff originally issued with scratch parking permits must ensure they get in their allocated area, eg. the staff parking area of Pond Street Road. Remember, you can continue to use the Hillingdon Council off-street permits for now, when parking for work only. Park in designated areas, no parking by the side of the road, no parking on the pavement, no parking on the road.</p> <p>Staff who normally work at Mount Vernon but have been reassigned to Hillingdon must contact the parking office to ensure they have the correct permit.</p> <p>With the current rules on public transport, you might find it a good time to consider making walking or cycling your preferred method of getting to work.</p> <p>The National Institute of Clinical Excellence has pointed out active travel can help boost mental wellbeing. There is plenty of research that supports the public health benefits of cycling and walking. As you might have seen in Tuesday's Q&A, the Trust is committed to sustainability and reducing its business, travel and transport related impacts on the environment and public health. As part of this commitment we encourage staff and visitors to take active travel options such as cycling, walking and public transport. The Trust has free cycle parking facilities on both sites, with dedicated secure bike storage and bike racks.</p> <p>Did you know?</p> <ul style="list-style-type: none"> Under normal conditions it is quicker to cycle to work and a bike is at least 20 times cheaper to maintain than a car. A Green bike ride will save the same energy as a chocolate bar. Walking a mile will burn 30 calories - also equivalent to one bar of chocolate. <p>Details 17 June 2020</p>
Green Message – sustainability newsletter	Intranet Update: Parking, Walking and Cycling

³¹ <https://www.thh.nhs.uk/about/travel/gethill.php>

³² <https://www.thh.nhs.uk/about/travel/index.php>

³³ <http://www.thh.nhs.uk/documents/Travel/Maps/Hillingdon-Map.pdf>



8.2 Walking

The Trust's Health and Wellbeing Committee continues to promote wellbeing. The mutual objectives shared by Health and Wellbeing and Sustainability helps promote widely.

8.3 Cycling

To address the car parking issues and to reduce vehicular traffic, work is in progress to promote Cycle to Work as a priority. With COVID 19, social distancing has given an opportunity for the Trust to deliver some quick-wins. This has resulted in more engagement both internally and externally.

Table 12: Cycling Initiatives

Cycling Initiative	Description
Secured Parking Facilities	Secure cycle parking facilities for staff are available. A brand-new Super Shelter with lockers, CCTV, secure access, and bike pump for 40 spaces were installed in October 2020. This replaced the old Bike Bins with extra parking spaces and prioritising those users.
Santander Bikes	In cooperation with Brunel University, The Trust launched Santander Bike station located on the Hillingdon Hospital site.
Expanding Cycle Facilities	Visitors' parking spaces were expanded both at the main entrance A and A & E entrance B.
Cycle Safety, Security and Parking Signage	Clear and visible signage for cycle parking, and cycle safety and security best practice information posters are posted on all cycle parking sheds.
Cycle to Work – Salary Sacrifice Scheme	The Trust has a Government's Cycle to Work scheme in operation through the Vivup Scheme. The Trust buys the bikes on the employees' behalf; the employees pay for the bike and equipment through their gross salary, making it exempt from Tax and National insurance.

Cycling Initiative	Description
Bicycle User Group (BUG)	The purpose of BUG is to promote cycling as a means of healthy travel activity and address staff cycling issues. Meetings were held quarterly in 2020 and the membership of the forum is open to all Trust's and contractors' staff. This Group is an integral part of the Sustainable Travel and Transport Group.
Security Bike Marking Session	Free bike marking services were delivered in the past; these will be resumed. However, self-security is encouraged through the cycle security messages and guide.
Dr Bike Session	As per the action plan, a record number of nine Free bike repairing services were delivered in the year 2020/21.
Bike Pumps	Four Free to use public bike pumps were installed next to bike sheds for staff and public use.



Bike Sheds | Bike Pumps | Visitors Parking Racks | Safety and Security Signage

Super Shelter



Super Shelter



CCTV and secured access control



Keyless overhead lockers



2x dry-out and changing facilities



Free public accessible bike pump

Free bike offers from
London Cycle CampaignDr Bike events from
London Cycle CampaignDr Bike events from
Hillingdon Council

Cycle Parking Facilities

Reference	Site	Location	Type	Capacity
HHCP01	Hillingdon	In front of Main Entrance	Unsecure shelter	10
HHCP01(a)	Hillingdon	In front of Main Entrance	Unsheltered (racks)	8
HHCP02	Hillingdon	In front of Ambulance Entrance	Secure shelter	20
HHCP02(a)	Hillingdon	In front of Ambulance Entrance	Unsheltered (racks)	8
HHCP03	Hillingdon	Elderly Day Hospital Entrance	Secure shelter	20
HHCP04	Hillingdon	Kirby Way / Estates and Facilities	Unsecure shelter	8
HHCP05	Hillingdon	The Furze – Super Shelter	Secure shelter	40
MVCP01	Mount Vernon	Radiotherapy Building	Unsecure shelter	8
MVCP02	Mount Vernon	Treatment Centre (by Bus stop)	Unsecure shelter	8
MVCP02	Mount Vernon	Treatment Centre (front of main entrance)	Unsecure shelter	8
MVCP03	Mount Vernon	Michael Sobell building	Unsecure shelter	8
MVCP04	Mount Vernon	Behind Cancer Centre	Unsecure shelter	8
Total		Secured: 80 Unsecured: 74		154



Source: LCC.org.uk

8.4 Patient Transport and Travel

The following table outlines patient transport and travel services and information.

Table 13: Patient Transport and Travel

Service / Information	Description
Public transport	Public transport requirements are assessed by undertaking travel surveys separately for the patients and Trust's staff. This is met through initiatives designed to meet staff, patient and visitor requirements. For information on public transport please see sections 4 and 5 (and also sub-sections 4.4 and 5.3).
Shuttle bus	Two hospital sites are connected with a shuttle bus which is available for free to patients as well. See section 8.5 below.
Car parking facilities	Both sites have public parking facilities and dedicated disabled parking spaces.
Cycle facilities	Both sites have public parking facilities upgraded in June 2020 with a free bike pump and cycle safety and security signage. Both hospitals also benefits from Santander bike station onsite and also outside Uxbridge underground station.
Travel information	<ul style="list-style-type: none"> A dedicated Free Phone system is available in the main corridor of the Hillingdon Hospital connecting directly to cab services, Hillingdon Council helpline, PALS, NHS 111 and Healthwatch Main website has information on how to get to hospitals with site map, TfL travel sheet, car and cycle parking facilities, live bus information and other transport solutions such as Taxi Card, Age Concern and Community Transport.
Patient transport	Depending upon the patients' medical conditions and their requirements, the Trust provides non-emergency patient transport service, which is contracted to HATS Group.

8.5 Patient and Staff Shuttle Bus

The Trust's free minibus service for patient and staff between the two hospitals runs every hour; its [timetable](#)³⁴ is published on the main website.

It supports staff and patients/visitors travelling between the sites for meetings, work, and appointments. It helps to reduce the impact of car parking on both sites.

The wider benefits include reduced levels of traffic in the area and air pollution by reducing car use. To improve its visibility, the signage of the stop had been redone with display units for sustainability messages.



³⁴ <https://www.thh.nhs.uk/documents/Travel/minibus.pdf>

8.6 Car Share Scheme

The Trust recognises the wider benefits of reducing single occupancy cars by promoting car share. It has explored scheme which is an app-based system. There are plans to integrate with a car parking permit to incentivise those who car share and prove their carpool journeys. Promotion of the scheme will start when COVID 19 social distancing eases off. The scheme will help the Trust release more spaces for patients and visitors, reduce traffic-related pollution and provides an alternative to still come by car.

What are the proven benefits?

It is proven that, Taxi drivers and passengers save on an average £300 per year by splitting the costs of driving to work.

This could pay for your:

Monthly food



Annual phone bill



Home energy bills



8.7 Electric Vehicles

Since the previous plan has been published the Trust has invested in electric vehicles and made a significant progress by adding two more vehicles to its green fleet. In 2020, it has 7% increase, bringing it to 24% of its vehicles that are green and electric (three cars and three light vans, for details see section 6.1).



8.8 E-Ambulance, first in UK

The Trust and the HATS Group are proud to announce the first in UK, silent, sustainable, zero-emissions, patient convenient purpose built electric ambulance. This is a beginning of a partnership to deliver a service that meets the Trust's sustainability, net-zero carbon and patient care objectives. The electric ambulance was [officially launched](#) on 24th August 2021, at THH by the Chief Executives of THH and HATS Group.



Patricia Wright, CEO, THH



The first in UK, e-ambulance (NEPTS)



Interior of e-ambulance

The lightweight design has a low centre of gravity which delivers a top speed of 60mph and can achieve a range of 95 miles (City cycle) with a current recharge time in less than three hours (on fast charging units). It sees the vehicle powered by lithium-ion batteries located under floor of the ambulance. The new e-Ambulance includes a number of design elements and features that ensure it is as versatile and usable as possible. Such as solar panels on the roof to provide aiding recharge capacity, re-generation braking which helps topping up the batteries on the move and has reversing cameras. The comfort and technical trim of the ambulance is of a high standard with heating and air conditioning system.

This new silent zero emitter has joined 12 HATS ambulances operating for THH and doing on an average 30,000 patient activities a year. This new joiner will be based at Hillingdon Hospital and charged over-night. On an average each HATS ambulance has been doing 13,000 patient miles a year. This means e-ambulance at a similar rate would save 8.6 tonnes of CO₂ (8% of patient service related carbon emissions).

8.9 Electric Vehicles Charging Points

The Trust has further invested in EVCPs infrastructure in 2020 and doubled the charging capacity by adding seven more fast charging units. The scheme also secured the Government OZEV (Office of Zero Emissions Vehicle) grant to pay towards its installation costs.

There are five duals (double sockets) and three minis (single socket) charging points, a total of 13 sockets. 11 sockets are dedicated to the Trust Transport fleet; each of these units are 22kW with fastest charging capacity on site.

The two duals and one mini are in staff car parking bays. One of the minis is dedicated to a disabled parking bay. All these units will be migrated to Hubsta in July 2020 to manage from a single platform for fault reporting. This offers enhanced reporting capabilities.



8.10 Estates & Facilities Sustainability Assessment

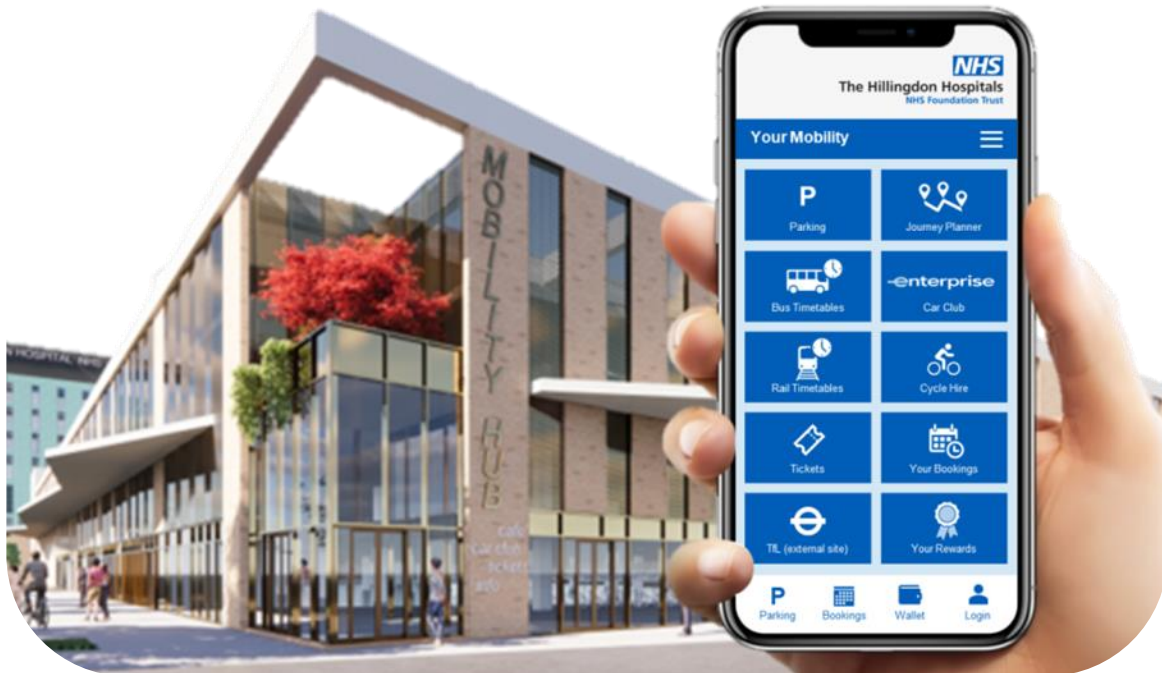
All the Estates and Facilities Capital Works Programme undergo a Sustainability Assessment as part of the scope of works, design, planning and delivery to incorporate sustainability features and compliance requirements at the outset.

8.11 New Hospital Planning

The New Hillingdon Hospital provides a one in a lifetime chance to make a difference by building a state-of-the-art facility which will enhance and improve accessibility to the hospital to enable access for all, whilst adopting sustainability led strategy aligning with the overall vision of achieving a net zero carbon impact, in-line with NHS targets.

Mott MacDonald has been appointed by the Trust to assist with transport planning elements of the redevelopment of Hillingdon Hospital, including the preparation of a Transport Assessment and a new Framework Travel Plan which the Trust can adopt and refine through the transition into the new hospital.

Mott MacDonald have developed 12 transport related working principals which have been developed with the Trust and will be developed further as the design of Hillingdon Hospital crystallises. For details please see the Appendix A: New Hospital Transport and Travel Initiatives.



Mott MacDonald, on behalf of the Trust has been engaging closely with the local Council, TfL and other key stakeholders and potential future partners in relation to travel and transport matters at the new hospital.

Discussions have been held in relation to the new transport and mobility measures that can be introduced as part of the redevelopment, both as physical measures such as EV charging and secure cycle storage, through to digital capability such as a Mobility Application (Mobile App) where users can view, book and pay for their mobility. These partnerships have been established to ensure that the redevelopment complements and fulfils all NHS and government commitments in regard to transport and the environment. The list below provides an insight into the sorts of changes which can be expected upon completion of the New Hillingdon Hospital:

- New state of the art hospital;
- New smart multi storey car park;
- New adaptable surface car park;
- Enhancements to walking and cycling infrastructure;
- New Community Mobility Hub, comprising of, Secure cycle parking, external cycle stands, enhanced bus stop infrastructure, live timetable information, journey planning information, help points, bBike hire (Santander, Brompton, e-bikes), car club, car sharing, EV Charging, accessible and disabled parking bays, patient parking and drop-off area, staff parking bays, new mobility app to accompany the Mobility hub.

8.12 Recognition and Awards

The Trust's early progress is well recognised and is a Winner of the International Green Apple Award 2020 for Best Environment Practices. The Trust's results are also recognised by NHSI and they are working towards publishing a case study.



8.13 Health and Wellbeing

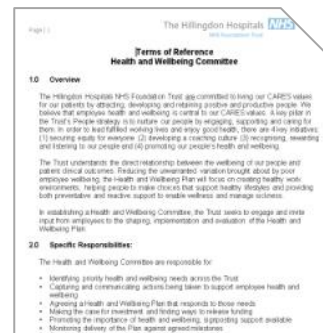
A key pillar in the Trust's People strategy is to nurture our people by engaging, supporting, and caring for them. In order to lead fulfilled working lives and enjoy good health, the Trust would like to achieve this by 'promoting our people's health and wellbeing'.

The Trust understands the direct relationship between the wellbeing of our people and patient clinical outcomes. Reducing the unwarranted variation brought about by poor employee wellbeing, the Health and Wellbeing Plan will focus on creating healthy work environments, helping people to make the choices that support healthy lifestyles, and providing both preventative and reactive support to enable wellness and manage sickness.

The above objectives and action plan will be achieved through the established Health and Wellbeing Committee (HWC). The Health and Wellbeing Committee is responsible for:

- Identifying priority health and wellbeing needs across the Trust
- Capturing and communicating actions being taken to support employees' health and wellbeing
- Agreeing on a Health and Wellbeing Plan that responds to those needs
- Making the case for investment and finding ways to release funding
- Promoting the importance of health and wellbeing, signposting support available
- Monitoring the delivery of the Plan against the agreed-upon milestones
- Supporting key events that promote health and wellbeing
- Ongoing review of the Health and Wellbeing Plan so that it meets the evolving needs
- Measuring the impact of planned activities on the employees' wellbeing, the quality of the working environment, healthy lifestyles, and wellness.

The Trust also offers wider range of salary sacrifice schemes via [Vivup workplace benefits scheme](#), it also includes bike, bike accessories and electric cars:




Keep cool on your summer commute

Whether you're looking for a brand new bike or essential cycling equipment, you'll find everything you need in your Cycle to Work staff benefit*

*Savings are realised through a salary sacrifice arrangement. Figures are a guide only and dependent on personal situation



Go electric and save

Check out the technically advanced Polestar 2 now along with a wide range of electric vehicles with great savings

Visit our Car Scheme staff benefit today!

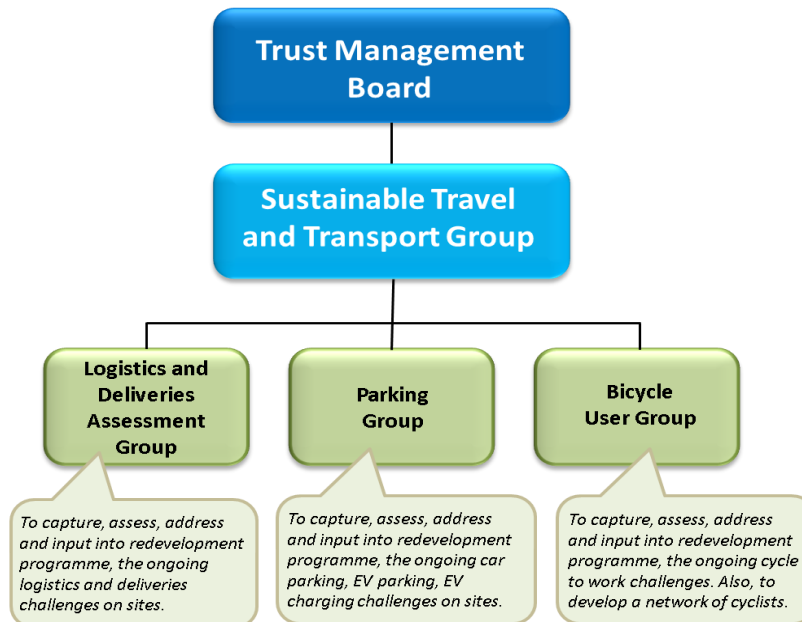
In partnership with **vivup** and **Tusker.** Drive a better car

NO deposit and NO credit checks

*T&C's apply

8.14 Groups and Governance

The Trust has established Sustainable Travel and Transport Group (STTG) in line with the last year's Focus Area: Governance and Reporting. Subsequently, this Group has recommended the establishment of three sub-groups – all reporting to STTG, which is accountable to Trust Management Board.



8.15 Summary

- The Trust has made significant progress in its first year of STTP, and there is scope to do more.
- Super Shelter with security features, lockers and free bike pumps is proven to be highly popular.
- A significant progress in expanding EVs and EVCPs.
- There are strong hopes that integrating car share with car parking permits will prove successful.

9 OUR OBJECTIVES

The following are the objectives to meet the national policies, NHS long-term commitments, local government commitments, and the Trust's own sustainability and health and wellbeing commitments.

Table 14: Objectives

OBJECTIVE – 1	To work towards developing a partnership based on mutual objectives with the local council and TfL.
OBJECTIVE – 2	To work towards cutting business mileages and NHS fleet air pollutant emissions in line with the Greener NHS commitments and Delivering a Net Zero NHS.
OBJECTIVE – 3	To ensure that any car leasing schemes restrict the availability of high-emission vehicles.
OBJECTIVE – 4	To minimise Single Occupancy Car (SOC) use to the sites, whilst recognising that car use will remain an important form of travel for some people.
OBJECTIVE – 5	To promote more cycle to work schemes.
OBJECTIVE – 6	To integrate the Travel Plan objectives into other corporate policies such as the Health and Wellbeing, Car Parking Management Policy, and clinical health plans.
OBJECTIVE – 7	To develop aspirational requirements for the new hospital programme in line with net-zero carbon standards.

10 OUR TARGETS

The lack of latest surveys specific to staff and patients/visitors is standing in our way to define realistic targets. However, as mentioned in section 7: Travel Surveys, the Trust has made a commitment to do the surveys once COVID 19 Pandemic eases off. The following are intermediate targets.

Table 15: Targets

Travel mode	TRICS Survey 2016	TRICS Survey 2018	Target 2021
Pedestrians	8.4%	11.4%	12.0%
Cyclists	0.5%	0.6%	1.0%
Bus users	13.2%	15.1%	16.0%
Coach users	0.6%	0.5%	0.5%
Rail users	1.2%	0.6%	0.6%
Multi-vehicle occupants	36.8%	33.6%	34.0%
Single vehicle occupants	39.4%	38.2%	36.0%

11 OUR GOALS

Listed below are the goals which are linked to the above-mentioned objectives and targets, showing progress against previous year.

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion
-----------------	---------------------------------	----------------	-------------------	--------------------	------------------------

< Previously > | < Current >

Goal 1:	Partnership Work	Establish contacts with the local council and TfL.	Complete	Complete*
		Explore mutual objectives and governance process.	Ongoing	Ongoing
		Identify funding opportunities.	Ongoing	Complete*
		Plan and deliver joint events to engage users.	In progress	Complete*
		Sign up for Clean Van Commitment.	Complete	Complete
		Plan and communicate joint messages.	In progress	Complete*
Goal 2:	Establish Carbon Emissions	Develop a robust mileage (travel, fleet) reporting.	In progress	In progress
		Validate carbon emissions and establish a baseline.	In progress	In progress
		Meet the data set requirements for annual reporting.	In progress	In progress
Goal 3:	Restrict High Emissions Vehicles	Review vehicles lease and current standards.	In progress	Complete*
		Cease mileage allowance for large engine size.	In progress	In progress
		Develop a plan to meet the zero emission aims.	In progress	In progress
Goal 4:	Minimise Use of Single Occupancy Cars	Review current staff car parking policy and tariffs.	In progress	In progress
		Develop incentivisation schemes to reduce car use.	In progress	In progress
		Pilot innovative car share scheme.	In progress	In progress
		Engage users on the benefits of healthy travel.	Ongoing	Ongoing
Goal 5:	Enhance Cycle to Work Facilities	Review cycle facilities, safety, and security.	Complete	Complete*
		Enhance secure cycle parking facilities.	Complete	Complete
		Enhance public cycle parking facilities.	Complete	Complete
		Promote cycle safety and security best practice.	Complete	Complete*
Goal 6:	Engagement and Promotion	Establish the Bicycle User Group (BUG).	Complete	Complete*
		Promote Trust's Salary Sacrifice Scheme widely.	Ongoing	Ongoing
		Explore and promote cycle mileage allowance.	In progress	In progress
		Plan for events such as Dr. Bike and Bike Security.	In progress	Complete*
		Explore freebies and discounts for staff.	In progress	In progress
		Embed in Trust Sustainability Awareness Course.	Complete	Complete*
Goal 7:	Clean Air Plan	Develop in line with Clean Air Hospital Framework.	In progress	In progress
		Appoint Travel Plan Co-ordinator.	Complete	Complete
Goal 8:	Governance	Establish Sustainable Travel and Transport Group.	In progress	Complete
		Conduct travel surveys in 2021 when permissible.	In progress	In progress
Goal 9:	Revise Targets	Revise all modal targets, staff, patients and visitors.	In progress	In progress
		Develop requirements for the New Hospital.	In progress	In progress
Goal 10:	Future Aspirations			

12 ACTION PLAN

This section outlines in detail the identified “Focus Areas” and it lists the actions that need to be taken. In defining these actions, the NHS SDU document on “Low Carbon Travel, Transport, and Access” has been referred to for guidance³⁵.

12.1 Focus Area 1: Integration with Policies and Plans

The Trust’s current and future Estates and Clinical activity changes may generate more transport and travel impact. To ensure business travel, transport, and staff travel are factored, this STTP has to be integrated into wider planning to encourage active travel such as cycling, walking, or travelling by public transport. This can help remove the barriers that stop them from making the change.

Estates & Facilities	<p>The ongoing New Hospital development works will put pressure on transport and travel-related facilities/access and hence policies and plans must consider:</p> <ul style="list-style-type: none"> • Review of car park permits criteria. • Provision for cycle to work facilities (parking, lockers, showers, and pathways). • Active and smart travel measures into small/big capital projects. • Agile and working from home policies. • Video conferencing to avoid travel.
Car Parking Service/ Management	<ul style="list-style-type: none"> • Revise car park permits criteria in line with objectives such as car share. • Car parking policy to promote alternative modes of travel. • Introducing and promoting the “Give-up” car parking permit scheme in exchange for incentives on active modes of travel. • Better car parking controls and management (e.g. ANPR and VMS). • Provision of electric vehicle charging points. • Getting the balance for the disabled and standard parking spaces.
Human Resources / Organisation and People Development	<ul style="list-style-type: none"> • Promoting staff benefits on active and healthy modes of travel. • Introducing healthy travel information in the Corporate Induction Days and the information packs. • Collecting information and data through the Electronic Staff Record system on preferred travel methods especially, car parking, car share, cycling, and walking. • Revising travel allowance to encourage use of low carbon vehicles, and introducing better rates for healthy and active travel such as cycle mileage.
Health & Wellbeing	<ul style="list-style-type: none"> • Actively supporting and integrating objectives into the wider Health and Wellbeing Strategy and Plans. • Finding synergies to network with Health and Wellbeing, Communications, Corporate Teams, and Estates & Facilities Department.
Communications	The Trust’s Corporate Communications Plan is to have visible and interactive messages on the Intranet, Internet, and plan for national events/ campaigns.
Corporate Champion	Leading by example; appointing a Corporate Champion by mode of travel.

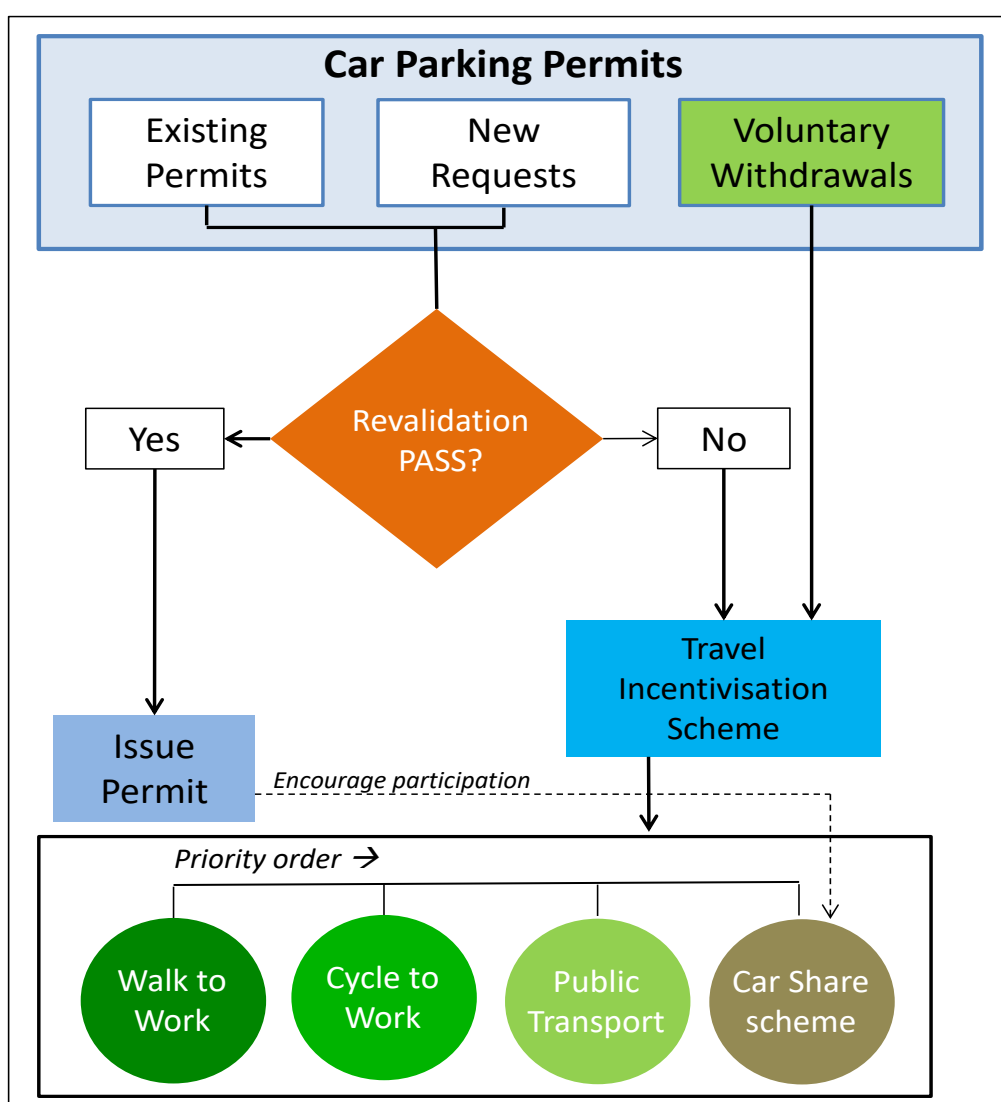
³⁵ http://www.sduhealth.org.uk/documents/resources/Ext_Ch_low_carbon_travel_transport.pdf

12.2 Focus Area 2: Reducing Single Occupancy Cars (SOC)

Car parking at hospital sites is always contentious. Building and maintaining car parking facilities are costly. Resources employed in building, maintaining, lighting, running, and securing car parking represent money diverted away from patient care. Reducing SOC help meet a number of objectives.

Based on these reasons, the Trust has to invest in low-cost alternatives such as reducing Single Occupancy Cars (SOC) and should limit free and/or subsidised car parking at all its sites. Alternative schemes should be considered to ensure that staff can actively travel to and from work safely and efficiently at all times.

Below is a flow chart showing the process that could be considered to reduce SOC and encourage other modes of travel; this can be applied during permit validation. The other modes can be encouraged through incentivisation schemes that fit within the corporate agenda, both the strategic and financial objectives.



12.3 Focus Area 3: Promoting Car Share

One of the ways to reduce SOC is by introducing car share schemes (at an average of 2-3 people per car) which are more carbon efficient than bus journeys. The Trust should encourage those people who must drive to take full advantage of car share schemes. Such systems can be highly successful in improving access, reliability, and staff satisfaction, especially when combined with highly prominent multi-occupancy car parking spaces (also called priority parking) and guaranteed ride home services. However, due to current COVID 19 implications, its implementation must be practical.

12.4 Focus Area 4: Promoting Cycle to Work

Recent years have seen cycling as the fastest growing activity in the country. There have been few articles published since the COVID 19 pandemic lockdown began stating that the bicycle manufacturers and shops across the UK have reported a boom in demand, and this is expected to increase. [Cytech and the Association of Cycles Traders](#) have published that up to 20,000 bicycles awaiting delivery and building, which are either already sold or reserved for consumers in the UK.

One of the reasons is due to the increasing travel costs and interest in healthy lifestyles. Given that THH is a Health Care organisation, this needs to be considered as a top priority in conjunction with the impact related to car parking. There is a very big potential, as nearly 26% of the staff identified through staff home postcodes are working and living within a cycling distance.

Facilities	<p>To ensure that the Trust retains cycle users and encourages new staff, the Trust must:</p> <ul style="list-style-type: none"> • Provide secure and accessible parking spaces. • Provide accessible lockers and shower facilities. • Enhance security monitoring and patrol.
Staff Benefits / Incentivisation Scheme	<ul style="list-style-type: none"> • Periodically, revise and retain the Salary Sacrifice Scheme with products to suit staff requirements and financial benefits. • Regularly provide promotional offers and events for accessories. • Introduce benefits for the “giving up” car park permit, such as vouchers. • Promote business mileage for cyclists.
Support & Encouragement	<p>Support the staff through the following regularly planned events:</p> <ul style="list-style-type: none"> • Cycle Safety/Cycle Confident training sessions. • Cycle Security – security bike marking events. • Dr. Bike, free bike repair events. • Interactive events on campaign days. • Improved signage, guides, and gifts.

12.5 Focus Area 5: Promoting Sustainable Travel and Transport

Promotion can bring effective change in behaviour and culture. This can be achieved through publishing positive stories on active travel and dispelling the myths/barriers that stop staff and visitors from choosing active travel.

Intranet	<ul style="list-style-type: none"> • Providing dedicated Intranet pages that promote Sustainable, Active, and Healthy Travel linking to financial and health benefits. • Improving the information systems for staff on low carbon options such as NHS Choices will give people greater access to information and hence encourage them to take up an active travel option. • Providing live access to live bus departure information.
News Updates	<ul style="list-style-type: none"> • Publishing weekly running items with a static link to Sustainable Travel pages. • Publishing featured events and stories.
Internet	<ul style="list-style-type: none"> • Providing directions to buildings/hospitals with low carbon options first and car travel as a last resort on the website and appointment letters. • Improving the information systems for visitors to educate and encourage their participation.
Campaign	<ul style="list-style-type: none"> • Publishing pre-launch messages in preparation. • Considering Executive level / Senior Management as a Champion. • Publishing post-launch messages and archive events.
Bus Travel Departure Screens	Displaying information in waiting areas such as OPD and Blood Tests.
Green Message – a Sustainability Newsletter	Continuing to publish messages and success stories to educate and engage the Trust's and contractors' staff.
Travel Information Corner	Installing travel information corner at both sites.

12.6 Focus Area 6: Governance and Reporting

In order to ensure this plan is progressing, there needs to be an established group to focus on the implementation of planned actions. The group members can be those who are involved in the various transport and travel-related initiatives; this includes representations from Estates and Facilities, Sustainability, Health & Wellbeing, Car Parking Management, Supplies, Transport, and the Trust's Travel Plan Coordinator. Such governance actions include the following:

- Appointing a Travel Plan Co-ordinator with a responsibility to oversee the delivery of this plan.
- Establishing a Sustainable Travel and Transport Group (STTG).
- Promoting the already established Bicycle User Group (BUG).
- Establishing a reporting process of STTG to the Trust Governing Body.
- Developing Key Performance Indicators and a regular reporting methodology.

13 FUNDING AND INVESTMENT

The Trust has secured the following in 2020/21, and it will work in 2021/22 to secure similar grants where applicable:

Cycle to Work Initiatives Grants	Local Government Grants to deliver Cycle to Work events such as Dr. Bike, free give-away of bikes, and raising awareness and support events.
Green Fleet Review Grant	Central Government Grant to review Trust Fleet and Business Travel, and produce a report with a set of recommendations.
Electric Vehicle (EV) Charging Points Grant	Central Government Grant to install EV charging points to meet the zero/low carbon emissions vehicles commitments.
Internal Capital	To deliver cycle parking facilities infrastructure and related facilities.

14 IMPACT AND CHALLENGES

14.1 Constraints

COVID 19 Pandemic

The COVID 19 pandemic has an impact on the transport and travel patterns, limiting the understanding and implementation of workable new schemes. For example, free car parking, increased level of sickness, staff working from home, demand for video conferences and virtual appointments have limited the true understanding of current travel patterns.

Redevelopment Programme

The Trust's work to build a new hospital and the current demolition of existing buildings presenting challenges in terms of the re-allocation of occupied space on the same site. This also has implications on the car parking and cycle parking spaces – limiting full-scale assessment and resorting to short term spontaneous changes.

Lack of Staff Incentivisation Schemes

When there are no direct financial incentives in place, it will be challenging and a difficult conversation with staff to encourage moving away from using cars and incentivise for doing so on healthy, active, and sustainable travel modes.

Suspended Funding / Financing

COVID 19 has an incredible impact on the TfL's cycle to work funding schemes, which are all suspended. This means previously committed funding for cycle training and encouraging healthy and active travel schemes is no more available for local authorities. This will limit the implementation of some of the ambitious schemes.

14.2 Car Parking Impact

Both hospitals are experiencing over-parking. The Redevelopment Programme will have an impact on the number of car parking spaces and access issues, the Estates Strategy identified a strategic priority to address the loss of 561 spaces (temporarily) to redevelopment programme to clear the site for a new a hospital build. COVID related social distancing requirements, the limited service; free car parking support and restrictions on public transport may demand more car parking spaces. However, there is an assumption that this may ease because of agile working patterns.

14.3 Promoting Car Share Scheme

The Trust has committed to the care share scheme to reduce SOC's. Yet, its implementation will be delayed due to COVID 19 related implications. Car share take-up and engagement will take significant time due to the COVID related precautionary measures and continuation of social distancing.

15 AMENDMENTS

Chapter No.	Chapter Name	Amendments
---	About us, Foreword, Together we can, Our leadership support, Our partners support	Rewording, rephrasing and inclusion of latest national commitments
	Our first year achievements	A new section added.
1	Introduction	Rewording and rephrasing to reflect the revision of the plan
2	Context	2.1 – Titled changed from NHS Operating Plan 2020/21 to reflect change in guidance and revised targets 2.2 – Titled changed to reflect 2021/22 plan and contents 2.3 – Title changed to NHS Green Plan 2.4 – DELETED (and integrated with 2.3) 2.5 – Updated to staff numbers added 2020/21 2.6 – Updated to patients numbers
3	Policies	Rewording, rephrasing and updates to referenced links
4	Site Assessment – Hillingdon	4.2 – Updated car parking figures
5	Site Assessment – Mount Vernon	5.2 – updated car parking figures
6	Transport Services	6.1 – Inclusion of 2020/21 fleet and mileage figures 6.2 – HATS updates on electric vehicle strategy
7	Travel Surveys	No changes
8	Progress and Achievements	8.1 – Updated on publications and cycle events 8.3 – Updated Table to reflect progress with images 8.7 – Updates to progress in increase of EVs and images 8.8 – a new section on E-Ambulance 8.9 – Updates to progress in increase of EVCPs and images 8.11 – Recognition and awards section added
9	Our Objectives	Rewording, rephrasing and updates to reflect the revised guidance
10	Targets	Revised targets for 2021
11	Our Goals	Updates to reflect the accomplishment of goals
12	Action Plan	Rewording, rephrasing and updates to reflect the revised plan
13	Funding and Investment	New section added
14	Impact and Challenges	Rewording, rephrasing and updates to reflect the revised plan

Chapter No.	Chapter Name	Amendments
15	Amendments	This table added
16	References	Updated to include additional references
	Appendix A	A new content on new hospital plans
	Appendix C	All actions reviewed and updated to reflect completion status

16 REFERENCES

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APPENDIX A: NEW HOSPITAL PLANS

Contents provided by Mott McDonald, appointed by the Trust to assist with transport planning elements of the redevelopment of Hillingdon Hospital.

August 2021

Background

In October 2020, the Greener NHS National Programme published its new strategy, 'Delivering a net zero National Health Service'. This report highlighted that left unabated climate change will disrupt care, with poor environmental health contributing to major diseases, including cardiac problems, asthma and cancer. In order to tackle this the NHS has set the goal to reach net zero carbon emissions by 2040 for the emissions it controls directly.

Each integrated care system is now required to develop its own Green Plan to match the increased net zero ambition by focusing on the following three outcomes:

- Support the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions
- Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues
- Plan and make prudent capital investments while increasing efficiencies

The 'How to produce a Green Plan' guidance provided by the NHS highlights that the following should be included within the Travel and Transport chapter.

- An outline of plans to reduce the carbon emissions arising from the travel and transport associated with each organisation.
- Explore interventions such as:
 - Increasing levels of active travel and public transport
 - Investing in ultra-low emission and zero-emission vehicles for owned and leased fleets
 - Maximising efficiencies in the transport of goods and services commissioned by the organisation, such as patient transport, courier services and deliveries.

Vision

The current Hillingdon Hospital is a collection of buildings with parts of the estate built in the 1930s as emergency wartime accommodation. Some of the older wards have become unsafe and have recently been closed to protect patients and staff.

81% of the hospital buildings will require major repair or replacement soon. Works have been undertaken and more are planned to enable the hospital to continue providing services safely in the short term. However, many of the repairs would not be cost effective and are therefore not long-term solutions.

For patients, the maze-like layout of the current site makes it difficult to get around and the condition of buildings can make the experience of being in hospital more difficult. The site layout and state of disrepair can also make it difficult for our staff to do their jobs as efficiently and effectively as they would like.

Given the above, it is clear that there is an urgent need for significant investment to redevelop Hillingdon Hospital. Without this, the estate will continue to deteriorate until the delivery of modern healthcare on the site is no longer possible.

The New Hillingdon Hospital provides a one in a lifetime chance to make a difference by building a state-of-the-art facility which will enhance and improve accessibility to the hospital to enable access for all, whilst adopting a

sustainability led strategy aligning with the overall vision of achieving a net zero carbon impact, in-line with NHS targets.

Mott MacDonald has been appointed by the Trust to assist with transport planning elements of the redevelopment of Hillingdon Hospital, including the preparation of a Transport Assessment and a new Framework Travel Plan which the Trust can adopt and refine through the transition into the new hospital.

Objectives

Mott MacDonald have developed 12 transport related working principals which have been developed with the Trust and will be Green Plan incorporated within and developed further as the design of Hillingdon Hospital crystallises. At this early stage these working principles can be articulated as follows;

1. Improve the overall sustainability of the Hospital
2. Enhance and develop bus service accessibility and connectivity
3. Protect Pield Heath Road as a local transport corridor
4. Minimise the impact of changes of transport and movements on areas of sensitivity
5. Focus on the connectivity and enhance the permeability of the site
6. Focus on shared space, priority and segregated vehicle access points
7. Develop vehicle and pedestrian access points
8. Provide controlled and managed construction traffic access points and routes
9. Ensure a separate service facility from the main hospital
10. Enable opportunities for sharing infrastructure such as car parking, pedestrian and cycle space and flexible development
11. Manage and ensure the quantum of parking is appropriate at all times
12. Enhance and facilitate connectivity into the wider area

Engagement and Partnership

Mott MacDonald, on behalf of the Trust has been engaging closely with the local Council, TfL and other key stakeholders and potential future partners in relation to travel and transport matters at the new hospital.

Discussions have been held in relation to the new transport and mobility measures that can be introduced as part of the redevelopment, both as physical measures such as EV charging and secure cycle storage, through to digital capability such as a Mobility Application (Mobile App) where users can view, book and pay for their mobility. These partnerships have been established to ensure that the redevelopment complements and fulfils all NHS and government commitments in regard to transport and the environment.

Planned Initiatives

The redevelopment at Hillingdon Hospital provides an opportunity to overhaul travel and transport, particularly the adoption of measures to reduce overall travel demand and to encourage uptake of sustainable modes. The list below provides an insight into the sorts of changes which can be expected upon completion of the New Hillingdon Hospital:

- New state of the art hospital
- New smart multi storey car park
- New adaptable surface car park
- Enhancements to walking and cycling infrastructure
- New Community Mobility Hub, comprising of:
 - Secure cycle parking
 - External cycle stands
 - Enhanced bus stop infrastructure
 - Live timetable information

- Journey planning information
- Help points
- Bike hire (Santander, Brompton, e-bikes)
- Car club
- Car sharing
- EV Charging
- Accessible and disabled parking bays
- Patient parking and drop-off area
- Staff parking bays
- New mobility app to accompany the Mobility hub

The 'Mobility App'

To complement the measures that will be available at the Community Mobility Hub, a Mobility App has been conceived to accompany the Mobility Hub and will make mobility solutions accessible via mobile or desktop, putting transport choices at users' fingertips.

The Mobile App has the opportunity to integrate all of the following, as has been explored with multiple potential delivery partners:

- Login/sign up to Mobility account (including all components within app)
- Access to secure cycle parking
- Access to cycle hire booking/payment
- Access to car club booking/payment
- Access to car sharing information
- Access to public transport timetables/tickets/payment
- Access to car park information, tariffs, permit validation system (for staff) and payment
- Access to journey planner
- Ability to integrate direct payment method with Mobility App
- Rewards system to promote sustainable choices

The Mobility Hub will also be accessible for use by future residents and the wider community, offering convenient access to all users.

The Mobility App also presents the ability to gather real time data on a wide range of modes and travel demand which can be used to monitor progress, identify successes, and determine future needs

Accessibility to extensive datasets across all transport areas is key to providing THH with a more data driven and live monitoring framework. The proposed development will provide better data in regard to travel which will allow The Trust to direct funding effectively, monitor the success of the travel plan real-time and inform the subsequent travel plans in a much more detailed manner.

The redevelopment and in particular the building and implementation of the mobility hub will provide access to a multitude of data sets which cover all available modes of travel including:

Smart Parking



- Real-time occupancy and free capacity information
- Use levels for all parking bay types e.g. disabled bays and EV bays
- Dwell times and stay length
- Revenue and profit



Car Club

- New registrations, log ins and bookings, repeat use, profile of use
- Staff use/non-staff use
- Availability
- Completed trips, length of trips, origin and destination
- Expense claims



Cycle Hire

- New registrations, log ins and bookings
- Staff use, non-staff use
- Availability
- Completed trips, expenses, repeat use, profile of use



Cycle Parking

- Number of staff/users with access to cycle parking
- Access gate data
- Use levels and times of use
- Enquires/expressions of interest



Tickets

- Purchases, user profile and levels of repeat use
- Enquires within the mobility hub
- Journey searches



Mobility App

- Downloads, registrations, log ins
- What was accessed or searched for?
- Completed purchases
- Ability to communicate/survey and determine response rate.

This can be supplemented by upholding the traditional monitoring in place at present such as the two-yearly travel to work TRICs surveys, records of travel plan enquiries, cycle parking use across site, manual counts, staff mileage claims, staff permits, group meetings and questionnaires.

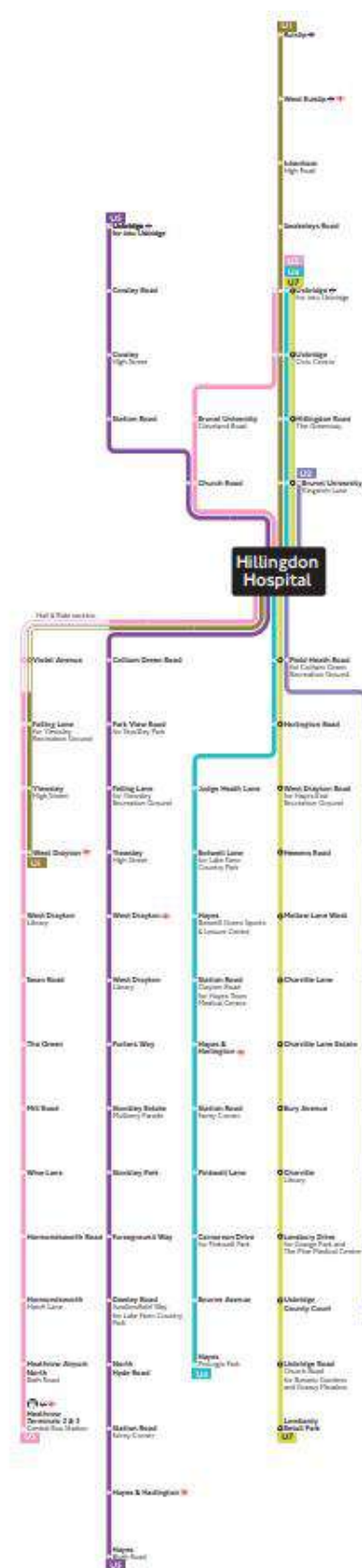
Challenges

The redevelopment presents a once in a lifetime generation opportunity to generate a real shift in the sustainable practices at Hillingdon Hospital. However, there are a number of key challenges that will need to be resolved over the redevelopment period and upon occupation of the new hospital to realise the ambitions of the Trust and NHS. Those related to travel and transport that have been identified to this stage are listed below:

- Mode shift – successfully achieving a significant shift away from single car occupancy trips.
- Staff buy in/support - reduced available parking spaces and the improved access to sustainable travel allows for policies to be updated which encourage staff to change the way they travel however this could cause retention issues.
- Update of relevant and associated policies (HR)
- Residual commuting by petrol and diesel cars.

- Procurement and supply chain of clean vehicles.
- Funding – to support shift to EVs and further support for the THH Green Plan.
- Staff parking permit eligibility and parking capacity
- Staff location - It is impossible to ensure that new and existing staff have good access to sustainable modes of transports from their home.
- Costs involved in maintenance of new systems – such as support for the new data driven monitoring approach as well as any alternations required.
- Cost of sustainable travel - High costs in comparison to that of car use will deter the use of sustainable travel.
- Public transport - Changes in PT routes, frequency, cost, and efficiency.

APPENDIX B: BUS SPIDER MAP







Destination finder

Destination	Bus routes	Bus stops
Between Lane for Lake Egan Country Park	549	1
Bourne Avenue	549	2
Burton University Common Road	549, 549A, 549B	3
Burton University Kingston Lane	549	4
Bury Avenue	549	5
C		
Cannerton Drive for Pinewood Grove	549	6
Charville Lane	549	7
Charville Lane Estate	549	8
Chewton Village	549	9
Church Road	549, 549A	10
Colham Green Road	549	11
Cowley High Street	549	12
Cowley Road	549	13
D		
Dawley Road Southwicks Way for Lake Egan Country Park	549	14
E		
Falling Lane for Yalding Recreation Ground	549, 549A	15
Farzealand Way	549	16
G		
Grovesend Crescent	549A	17
H		
Harmadsworth Heath Lane	549	18
Harmadsworth Road	549	19
Harlington Road	549, 549A	20
Hayes High Road	549	21
Hayes Station Green Sports & Leisure Centre	549	22
Hayes Primary Park	549	23
Hayes & Harlington	549	24
H		
Heathrow Airport North East Road	549	25
Heathrow Terminals 2 & 3	549	26
Central Bus Station	549	27
Hecotes Road	549	28
Hewson Road	549	29
Hillington	549	30
Hillington Road The Greenway	549, 549A, 549B	31
Honeycroft Hill Hillington T.A. Centre	549	32
I		
Idleharts High Road	549	33
J		
Judge Heath Lane	549	34
K		
Landbury Drive for George Park and The First Medical Centre	549	35
Leas Road	549	36
Landbury Retail Park	549	37
Leas Lane	549	38
L		
Lake Lane West	549	39
M		
Mell Road	549	40
N		
North Hyde Road	549	41
O		
Oak Farm Leysbrook Road	549A	42
P		
Park View Road for Country Park	549	43
Park Heath Road	549, 549A, 549B	44
for Colham Green Recreation Ground		
Pinewood Lane	549	45
Porters Way	549	46
Q		
Quids	549	47
Quidsford Avenue	549A	48
R		
Ratton Road	549	49
Ratton Road Claydon Lane	549	50
for Hayes Town Medical Centre		
Ratton Road Tolly Lane	549	51
S		
Stockley Estate Millers Road	549	52
Stockley Park	549	53
Stockley Road	549	54
Swan Road	549	55
T		
The Green	549	56
U		
Uddidge	549, 549A, 549B	57
for New Uddidge		
Uddidge Oak Lane	549, 549A, 549B	58
Uddidge College	549	59
Uddidge County Court	549	60
Uddidge Road Church Road for Barnhill Gardens and County Playhouse	549	61
V		
Violet Avenue	549	62
W		
West Drayton	549, 549A	63
West Drayton Library	549, 549A	64
West Drayton Road for West Drayton Recreation Ground	549	65
West Drayton	549, 549A	66
Windsor Avenue	549	67
Windsor Avenue Wyford Avenue	549	68
Wise Lane	549	69
Y		
Yalding High Street	549, 549A	70

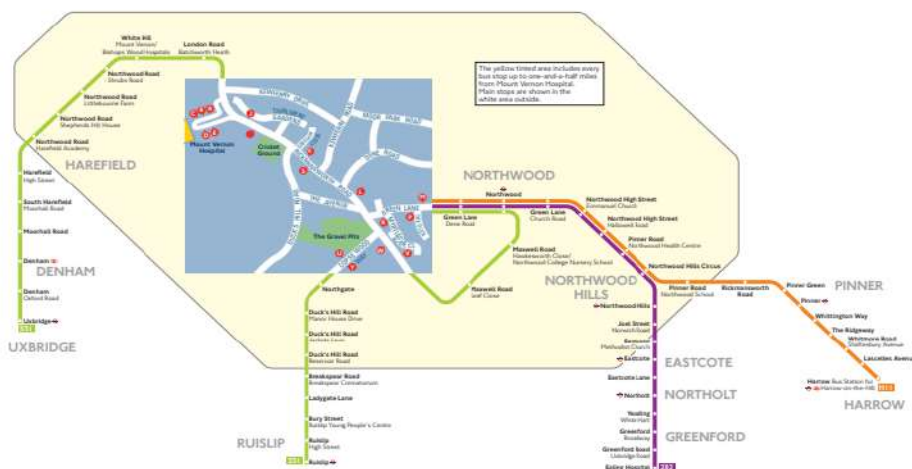
Ways to pay

- Use your contactless debit or credit card. It's the same as Oyster and there is no need to top up.
- Top up your Oyster pay as you go credit or buy Travelcards and bus & train passes at around a 300 stage across London.
- Sign up for an online account to top up online and use your travel history and spending.

Key

	Connections with London Underground
	Connections with National Rail
	Tube station with 24-hour service Friday and Saturday nights
	Monday to Saturday daytime only

Buses from Mount Vernon Hospital



Route finder

Bus route	Towards	Bus stops
282	Erling Hospital	A B C D E F G H
217	Railip	A B C D E F G H
213	Uchridge	A B C D E F G H
	Herrow	A B C D E F G H

Other buses

Bus route	Towards	Bus stops
8	Abbots Langley	6 7 8 9 10
R1	Maple Cross	1
R2	Chorltonwood	2 3

Key

	Connections with London Underground
	Connections with National Rail
	Monopole to private only

Ways to pay

Use your contactless debit or credit card. It's the same fare as Oyster and there is no need to top up.

Top up your Oyster pay as you go credit or buy Travelcards and bus & tram passes at around 4,000 shops across London.

Sign up for an online account to top up online and see your travel history and spending.

Source: [TFL Maps](#)

OUR ACTION PLAN

APPENDIX C: IN-DEPTH ACTION PLAN

These are the list of actions, some of which are already completed.

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress
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Focus Area 1: Integrating with Policies and Plans					
1.	Review the provision for Cycle to Work facilities (parking, lockers, showers, and pathways).	Complete	Complete*	21/22	Review it following travel surveys
2.	Develop criteria for new expansion or reconfiguration plans to consider essential infrastructure to promote active sustainable travel facilities.	Complete	Complete	20/21	Sustainability Assessment criteria are integrated with Capital Projects.
3.	Sign up for Clean Van Commitment.	Complete	Complete	20/21	Awaiting confirmation
4.	Investigate potentials for video conferencing facilities to avoid travel.	In Progress	Complete	20/21	As part of Covid, work from home and agile working strategy, IT team has been enabling it.
5.	Integrate the objectives into the wider Health and Wellbeing Strategy and Plans.	Ongoing	Ongoing	21/22	
6.	Review travel allowances to introduce incentivisation for the use of low carbon vehicles (small engine), including public transport and cycling.	In Progress	Planned	21/22	
7.	Explore seasonal tickets loan scheme.	In progress	In progress	21/22	
8.	Review electric vehicle charging point infrastructure and management policy.	In Progress	Complete*	21/22	Additional seven charging points are installed in 20/21.
9.	Integrate into the wider Trust Corporate Communications Plan to promote	In Progress	Complete*	21/22	A significant progress is made.

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress
sustainable travel.							
10.	Sign up for a Green Fleet Review.			In Progress	Complete	20/21	Fully funded review completed.
11.	Perform the Clean Air Plan Assessment.			In Progress	In Progress	21/22	
12.	Develop a Clean Air Plan in line with the Clean Air Hospital Framework.			In Progress	In Progress	21/22	
13.	Develop a plan to meet the zero/ultra-low emissions standards.			In Progress	In Progress	21/22	Two more electric vehicles.
14.	Review current vehicles lease and standards to move towards low emissions			In Progress	In Progress	21/22	Two more electric vehicles.
15.	Review and implement sustainable validation for car park permits.			In Progress	In Progress	21/22	Current criteria include some elements
16.	HR to promote Sustainable Travel staff benefits.			Planned	Planned	21/22	
17.	Introduce sustainable travel information in Corporate Induction information packs.			Planned	Planned	21/22	
18.	Put a system in place to record/collect information through the Electronic Staff Record system on preferred travel methods especially, car parking, car share, and cycling.			Planned	Planned	21/22	
19.	Maximise out of hours deliveries.			Planned	Planned	21/22	Subject to noise / disturbance assessments (patients and residents)
20.	Appoint Corporate Champion for each mode of travel.			Planned	Planned	21/22	
21.	Develop baselines and aspirations for the Redevelopment Plans.			In Progress	In Progress	21/22	A significant progress is made.
Focus Area 2: Reducing Single Occupancy Cars (SOC)							
22.	Explore how car park revenue can be diverted into alternative modes of travel.			Ongoing	Ongoing	21/22	

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress	
23.	Explore and identify the range of initiatives that encourage reducing SOC.				In Progress	In Progress	21/22	e.g. staff pool bike scheme and cycle mileage allowance
24.	Reduce SOC by investing in active travel incentivisation schemes.				In Progress	In Progress	21/22	e.g. Introducing car share scheme and staff pool bike scheme.
25.	Explore to introduce the “giving up permit” scheme (incentives) for car parking.				In Progress	In Progress	21/22	Providing incentives for alternative modes of travel
Focus Area 3: Promoting Car Share								
26.	Introduce interactive and modern car share schemes (e.g. Kinto/FAXI).				In Progress	In Progress	21/22	A scheme is identified.
27.	Explore the options of multi-occupancy car parking spaces.				In Progress	In Progress	21/22	To encourage the car share scheme.
28.	Identify “must drive” staff to encourage their participation in the car share schemes.				In Progress	In Progress	21/22	To encourage the car share scheme.
Focus Area 4: Promoting Cycle to Work								
29.	Conduct Cycle Audits.				Complete	Complete*	21/22	
30.	Establish the Bicycle User Group (BUG).				Complete	Complete	20/21	
31.	Review and enhance security information in the cycle parking areas.				Complete	Complete*	21/22	Signage installed with best practice messages on safety and security.
32.	Review and promote the Bicycle User Group (BUG) to wider staff groups.				Ongoing	Ongoing	21/22	
33.	Review and increase secure and accessible parking spaces.				In Progress	Complete*	21/22	Doubled cycle parking capacity at HH.

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress
34.	Review and increase accessible lockers and shower facilities.			In Progress	Complete*	21/22	Lockers installed in bike compound.
35.	Display signage, guides, leaflets, and gifts and publish them on Intranet.			In Progress	Complete*	21/22	Intranet pages developed.
36.	Work with the local Council to improve cycle paths and signage in the area.			In progress	In progress	21/22	Limited due to ongoing redevelopment plans.
37.	Install bike pumps for staff and public use across sites.			In Progress	Complete	20/21	Installed four bike pumps.
38.	Revise and retain the Salary Sacrifice Scheme to suit the requirements of the staff.			In Progress	Ongoing	Annually	HR is leading.
39.	Promote Business mileage for cyclists.			In Progress	In Progress	21/22	It already exists requires promotion
40.	Provide regular promotional offers and events for accessories.			Ongoing	Ongoing	Annually	Wet weather clothing for cyclists (or enable purchase at a discount....). Promoted vouchers.
41.	Organise Cycle Safety/Cycle Confidence training events.			Planned	Complete*	Annually	Subject to COVID guidance
42.	Organise Cycle Security – Police bike marking events.			In Progress	Complete*	Annually	Self-registration encouraged
43.	Organise Dr. Bike - free bike repair events.			Ongoing	Complete*	Annually	Regular events are organised.
44.	Plan and deliver interactive campaign days.			Ongoing	Planned	Annually	Subject to COVID guidance
Focus Area 5: Promoting Sustainable Travel and Transport							
45.	Provide directions - “getting here”- to buildings/hospitals with the low carbon options first and car travel as a last resort on the websites and appointment letters.			Complete	Complete	20/21	Information is available on the Internet.
46.	Embed education in Trust’s Sustainability Awareness Course.			Complete	Complete	20/21	

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress
47.	Relocate the patients and staff shuttle bus stop with good signage to promote.				Complete	Complete	20/21 Improved signage.
48.	Publish sustainable travel and transport stories on Intranet.				Ongoing	Complete*	Regularly Regular stories and announcements are published.
49.	Publish events on the main Intranet News and Updates.				Ongoing	Complete*	Regularly
50.	Consider Executive / Senior Management for launch events.				Ongoing	Complete*	As planned Dr Bike events with DDOEF
51.	Publish post-launch messages and archive events.				Ongoing	Complete*	As planned
52.	Publish messages and success stories within the wider Trust Sustainability Stories.				Ongoing	Complete*	Regularly Green Message, newsletter
53.	Share spaces and promote events to run mutual, beneficial educational and training sessions with the TfL and local council.				In progress	Complete*	As planned Working in partnership with internal and external stakeholders.
54.	Develop dedicated Intranet pages that promote Sustainable, Healthy, and Active Travel, linking to financial and health benefits case studies.				In Progress	Complete*	21/22 A review planned in 19/20
55.	Install a travel communications corner at both sites.				In Progress	In Progress	21/22 Modify existing TfL display boards.
56.	Publish a leaflet on the Trust's Sustainable Travel Plan.				In Progress	In Progress	21/22
57.	Publish a bespoke leaflet on active travel modes (e.g. benefits of Oyster, Hoppers Ticket).				In progress	In progress	21/22
58.	Review patients and staff shuttle bus trial for increased frequency.				Planned	Planned	21/22 When strategy allows.
59.	Improve the information systems for visitors with low-carbon options on websites and appointment letters.				Planned	Planned	21/22

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress
60.	Publish messages and success stories on the display screens in waiting areas.				Planned	Planned	21/22
61.	Publish a bespoke leaflet on the Car Share scheme.				Planned	Planned	21/22
62.	Develop a Travel Pack / a Handbook Guide / How to get to sites.				Planned	Planned	21/22
63.	Develop and publish Your Healthy Travel Plan leaflets in a display and print format.				Planned	Planned	21/22
64.	Publish travel information in the Patient Handbook/appointments letters.				Planned	Planned	21/22
65.	Provide travel information training to Reception Desk staff and volunteers.				Planned	Planned	21/22
66.	Update Hospital sites maps (on wayfinding maps) to promote alternative modes...				Planned	Planned	21/22
67.	Conduct full surveys every 2 years.				Planned	Planned	21/22
68.	Conduct surveys on certain measures, e.g. cycle parking, car share				Planned	Planned	21/22
69.	Review parking provision for motorised scooters, and related facilities.				Planned	Planned	21/22
70.	Explore seasonal permits considering the fact parking / travel requirements may vary between the seasons, or day to day.				Planned	Planned	21/22
71.	Explore the option of mixed mode of transport 'green' permit?				Planned	Planned	21/22
72.	Review appointments (Later appointments for older, disabled people, and long-distance travellers).				TBC	TBC	21/22
Focus Area 6: Governance and Reporting							
73.	Appoint or name a responsible Travel Plan Co-ordinator.				Complete	Complete	20/21
							Deputy Director of Estates and Facilities

Complete	Accomplished with * to continue	Ongoing	Happens regularly	In progress	Planned for completion	Planned	Planned to progress
74.	Establish the Trust's Sustainable Travel and Transport Group			In progress	In progress	21/22	
75.	Develop a robust mileage (travel and fleet) reporting system.			Ongoing	Ongoing	21/22	
76.	Submit annual reports to the Council			Ongoing	Complete*	As scheduled	20/21 plan submitted.
77.	Recognise, appreciate, and continue partnership work with the local authorities, Westrans and TfL.			In progress	Complete*	As scheduled	The Trust has now established a working relationship.
78.	Work with the TfL and London Borough of Hillingdon to implement group findings.			In progress	In progress	As planned	
79.	Revise and promote the Bicycle User Group (BUG).			In Progress	In Progress	21/22	
Other: Walking							
80.	Deliver Healthy Hike – walking routes initiatives.			In Progress	In Progress	21/22	
81.	Encourage lunchtime walking.			Planned	Planned	Seasonal	
82.	Explore Healthy Streets Audits and Assessment for both sites			Planned	Planned	Seasonal	To be lead through H&WB Strategy
Other: Bus							
83.	Install screens to display Live Bus Departure information.			In Progress	In Progress	21/22	
84.	Raise with TfL for introducing direct bus routes between sites.			In Progress	In Progress	21/22	
85.	Implement schemes to promote Bus priorities.			In Progress	In Progress	21/22	

