

Wirral Hospitals NHS Trust  
Cedar House  
Clatterbridge Hospital  
Bebington  
Wirral  
CH63 4JY

# **Wirral Hospitals Travel Plan Review**

**April 2007**

Mott MacDonald MIS  
325 Royal Liver Building  
Pier Head  
Liverpool  
L3 1JH  
+44 (0) 151 236 4343  
+44 (0) 151 236 2521

Wirral Hospitals NHS Trust  
Cedar House  
Clatterbridge Hospital  
Bebington  
Wirral  
CH63 4JY

# Wirral Hospitals

## Travel Plan Review

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## 1 Introduction

Mott MacDonald MIS have been commissioned by Wirral Hospitals NHS Trust to review and update the Wirral Hospitals Travel Plan. The Wirral Hospital's Travel plan was the culmination of years of work carried out by Wirral Hospital Trust, following negotiation and coordination with Wirral Metropolitan Borough Council (WMBC).

The Travel Plan was submitted in December 2005 to support a planning application to increase the onsite car parking provision at Arrowe Park Hospital. The Travel Plan was one of a series of documents which together set out how car parking was to be managed, including controlling future demand by staff, visitors and patients. The Travel Plan Strategy covering both Arrowe Park Hospital and Clatterbridge Hospital aims to reduce the levels of traffic generated by their hospitals and reduce the increasing problem faced by staff, patients and visitors searching to find parking spaces at the hospital.

Planning permission was granted in January 2006, with the Wirral Hospitals Travel Plan Strategy being formally approved for implementation via a section 106 agreement with WMBC and Wirral Hospitals Trust in March 2006. It was envisaged that the new car park arrangement would be operational by spring 2006; however this did not take place until July 2006. The delay was the result of a combination of factors. These include the in depth discussions which took place to reach an agreement on the proposed planning conditions, the lengthy negotiation of a leasing agreement for the land upon which the car park was to extend, and finally the suspension of construction during the hosting of the British Open Gold Championship in late July. This annual review document therefore sets out the achievements which have been made since July 2006. The review informs the subsequent revised timescale of the action plan.

## 2 Policy Context

The development and implementation of Wirral Hospital NHS Trust Travel Plan is a major contribution by one of Wirral's largest employers to help WMBC fulfil its commitment of developing a sustainable transport strategy as set out in the Merseyside Local Transport Plan as well as complying with its obligation to fulfil their Local Agenda 21 'Cry of the Earth' objectives.

The Travel Plan Strategy is consistent with the objectives contained in the Merseyside Local Transport Plan 2001/2-2005/06 (LTP1) and the document that superseded it, The Local Transport Plan for Merseyside 2006-2011 (LTP2). The realisation of the hospitals Travel Plan Strategy supports the countywide process of addressing the four shared priorities of LTP2; Congestion, Air Quality, Accessibility and Road Safety.

The Travel Plan represented the culmination of a process of continual consultation and evolution of the document. The NHS Trust consulted widely and worked closely with Merseytravel, the Merseyside TravelWise Team, Wirral Metropolitan Borough Council's Sustainable Transport Co-ordinator, Wirral Metropolitan Borough Council and the local bus companies operating in Wirral. The result of this robust process is the production of a Travel Plan that sets out the Trusts aspirations for reducing the use of the private car as the mode of choice when travelling to the hospital.

### **3 Achievements: August 2006 - January 2007**

#### **3.1 Car Park Charging**

In July 2006 Wirral Hospitals NHS Trust implemented a charging scheme for car parking at both hospital sites. Hospital staff were issued car parking permits based upon a needs assessment. The outcome of this process has been the exclusion of 400 staff car drivers from parking on site using a staff permit. A proportion of the visitor car parking at Arrow Park Hospital remains free of charge. Access to this facility is strictly controlled to prevent non-permit holding staff accessing these car parks.

#### **3.2 Park and Ride**

The visitor Park and Ride scheme continues to be located at Sainsbury's supermarket, Upton, to the north of Arrow Park Hospital and operates between 9.30am and 6pm. This free minibus service runs every 20 minutes to the hospital. The Park and Ride scheme has experienced a large decline in patronage since charges were implemented at the car park in July 2006. The decrease is considered at this stage to be the result of the increased availability of public parking spaces, most significantly the provision of 300 free spaces exclusively for public use. The provision of such numerous free car parking spaces for visitors on site has undermined this scheme as a mechanism for reducing the presence of traffic at Arrow Park Hospital. Data on patronage has until recently been collected. Prior to July 2006 approximately 3,000 transfers per week took place. The most recent data recorded a decrease to 1,445 transfers per week (average daily patronage 289). The bus company running the Park and Ride has ceased to monitor the patronage although the most recent assessment has revealed a decrease of 50%. Some evidence exists of residents using the Park and Ride facility to undertake private shopping at Sainsbury's. The future of the Park and Ride will be determined by a future discussion by the Trusts Executive Group.

#### **3.3 Cycling**

A cycle forum was formed for those employees from both hospital sites who cycle to work. This forum recommended that the Travelwise Grant should be spent modernising the existing cycle facilities at Arrow Park Hospital. This total refurbishment exercise included new lighting, new gates and extending the covering of the bike store. In October 2005 the revamped facility was opened by the director of facilities Neil Stanier, local MP Stephen Heseford and hospitals travel co-ordinator Martyn Lamb. Following the opening, usage of the storage facility has been monitored on a monthly basis. In August 2005 the average use of the facility was 14; by July 2006 this had risen to 21. The number of keys issues to employees also rose from 22 to 38.

The cycle forum has unfortunately not met as frequently as initially intended. The last meeting was held in February 2006, at which a representative from Halfords attended. The forum was hoping to arrange with Halfords for the purchase of cycles which would be tax exempt. Unfortunately the finance department currently do not have the resources to administer the scheme. An action in the updated programme will be to re-establish regular cycle forum meetings.

### **3.4 Inter Site Travel**

A free staff mini-bus serves the two hospitals at half hourly intervals. In preparation of the car park permit scheme implementation a second inter-site mini bus was introduced in December 2005. This service provides an alternative to travelling by private staff owned vehicles and therefore assists in reducing staff travel miles between sites. The Trust is considering the removal of reimbursement of staff travel miles between sites, but needs to assess the impact on service provision and the capacity of the current two inter-site minibuses.

### **3.5 Travel Information**

Due to the nature and dispersion of services at Clatterbridge Hospital a travel centre was not deemed currently appropriate. More than one centre would need to be opened in order to serve all visitors and staff. Instead of a full travel centre, travel information is now provided at Clatterbridge Hospital Reception and all other main receptions e.g. Clatterbridge Centre of Oncology NHS Trust.

The travel centre at Arrowe Park Hospital provides an 'Individual Journey Planner' service to enable staff & visitors to access information with which they can plan their journeys. All new staff are directed to these information sources and services when they commence their employment.

### **3.6 Raising Awareness**

Wirral Hospitals NHS Trust in conjunction with national campaigns held a 'Green Travel Day' in June and a 'Car Free Day' in September. In it is planned that in 2007 more local awareness events will be programmed e.g. 'Cycle to work day' offering a free breakfast for staff who cycle to work.

### **3.7 Discussions with Local Bus Operators**

As a result of the meetings with Merseytravel and local bus operators during the planning consultation process, the location of several bus stops has been altered and service provision to the sites has been improved. Bus stop locations have been relocated to much more convenient sites. In addition access priority has been changed within the hospital to give priority to buses exiting the site. Major improvements have also been made to footways connecting bus stops to the hospital main entrance.

## **4 Revised Action Plan**

This section presents the updated action plan programme for Wirral Hospitals Travel Plan Strategy. The original target dates were set for each action prior to the original planning application being submitted. Alterations to the target dates have therefore been necessary to take into consideration delays resulting from the planning process and also the lengthy construction period. The implementation of car parking charges in conjunction with staff permit allocation has been a change which has unavoidably created a degree of disruption and uncertainty for the different hospital user groups. It is therefore crucial to also consider the updated target dates in the context of a necessary period of settling time. By allowing the hospital as a workplace and service provider to fully adjust to the changes, the future travel plan strategy will be more effectively targeted towards altering its users' travel behaviour.

Wirral Hospitals NHS Trust is committed to the long term development of the Wirral Hospitals Travel Plan Strategy. Whilst the majority of objectives remain targeted over the next 2 years, a series of medium and longer term objectives have also been included to ensure that the longevity of the Travel Plan as a 'living' document is sustained.



**Table 4.1: Short Term Action Plan**

<b>REVISED ACTION PLAN - YEAR 2 (2007 to 2008)</b>				
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Original Target Date:</b>	<b>How Monitored / Measured:</b>	<b>Progress / Revised Target Date:</b>
• Implement Charge For Parking	NHS Trust	December 2005 (TBC) - See Section 4.2 of Travel Plan	N/A	✓
• Undertake New Staff Surveys	NHS Trust	Jan-06	Presentation of updated results at annual review	<b>Sept-2007</b>
• Undertake New Patient & Visitor Surveys	NHS Trust	Jan-06	Presentation of updated results at annual review	<b>Sept-2007</b>
• Undertake Surveys of Park & Ride Patronage	NHS Trust	Jan-06	Presentation of updated results at annual review	✓
• Update All Surveys on a Biannual Basis	NHS Trust	2-Year Intervals (September)	Presentation of updated results at annual review	<b>Ongoing</b>
• Survey & Update The Number Of Total Vehicle Trips Into The Hospitals	Arrowe Park Car Parks Manager	Jan-06	Presentation of updated results at annual review	<b>Autumn 2007</b>
• Travel Plan Review	Travel Plan Co-ordinator	Jan-06	Annual Review Report	<b>Nov-2007</b>
• Implement Formal Car Share Initiatives	Travel Plan Co-ordinator	January 2006– See Section 4.5 of Travel Plan	Car share data-base operational	<b>Mar-2008</b>

<b><u>REVISED ACTION PLAN - YEAR 2 (2007 to 2008)</u></b>				
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Original Target Date:</b>	<b>How Monitored / Measured:</b>	<b>Progress / Revised Target Date:</b>
<ul style="list-style-type: none"> <li>Provision Of 'Individual Journey Planner' Scheme</li> </ul>	Travel Plan Co-ordinator	January 2006– <i>See Section 4.2 of Travel Plan</i>	Scheme up & running	✓
<ul style="list-style-type: none"> <li>Reform Travel Plan Steering Group to include a cross section of departments and staff representation</li> </ul>	Travel Plan Co-ordinator (in association with Travel-wise)	December 2005 (or scheme implementation)	Monthly meetings to be held	<b>Jun-2007</b>
<ul style="list-style-type: none"> <li>Allocate &amp; Spend Travel-Wise Grant</li> </ul>	NHS Trust (in association with Travel-wise)	December 2005 (or scheme implementation)	Introduction of 'hardware' that the grant has purchased	✓
<ul style="list-style-type: none"> <li>Continue Work of Cycle User Group at Arrowe Park Site</li> </ul>	Travel Plan Co-ordinator	Ongoing – <i>See Section 4.3 of Travel Plan</i>	Monthly meetings to be held	<b>Re-establish regular cycle forum meetings</b>
<ul style="list-style-type: none"> <li>Set up Cycle User Group at Clatterbridge Site</li> </ul>	Travel Plan Co-ordinator	Sept 2005 – <i>See Section 4.3 of Travel Plan</i>	Monthly meetings to be held	<b>Users incorporated into Arrowe Park Hospital Cycle Forum</b>
<ul style="list-style-type: none"> <li>Formation of 'Cycle Club'</li> </ul>	Travel Plan Co-ordinator & Representative from user groups	December 2005 (or scheme implementation) – <i>See Section 4.3 of Travel Plan</i>	Appoint head of Cycle Club & representatives from both sites.	<b>Autumn 2007</b>
<ul style="list-style-type: none"> <li>Investigate the feasibility of cycle mileage allowances for business travel</li> </ul>	Travel Plan Co-ordinator	NA	Update outcome in Annual Review	<b>Aug-2007</b>

<b><u>REVISED ACTION PLAN - YEAR 2 (2007 to 2008)</u></b>				
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Original Target Date:</b>	<b>How Monitored / Measured:</b>	<b>Progress / Revised Target Date:</b>
<ul style="list-style-type: none"> <li>Provide interest free loans for staff to purchase cycles</li> </ul>	Travel Plan Co-ordinator	NA	Scheme up & running	<b>Aug-2007</b>
<ul style="list-style-type: none"> <li>Investigate the demand for staff cycle training</li> </ul>	Travel Plan Co-ordinator	NA	Update outcome in Annual Review	<b>Aug-2007</b>
<ul style="list-style-type: none"> <li>Repeat 'Car Free Day'</li> </ul>	Travel Plan Co-ordinator	September 22 <sup>nd</sup> 2006 (TBC) to coincide with 'In town without my car' day & then Annually	Hold such an event	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>Provide 'Green Travel Publicity Day'</li> </ul>	Travel Plan Co-ordinator	June 11 <sup>th</sup> -19 <sup>th</sup> 2006 during National 'Green Transport Week' & then Annually	Hold such an event	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>Continue Discussions with local Bus Operators</li> </ul>	Travel Plan Co-ordinator	Ongoing – See Section 4.2 of Travel Plan	Hold regular meetings with operators	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>Review reimbursement allowance for use of car for work purposes</li> </ul>	NHS Trust	December 2006 (or 12 months after scheme introduction)	Organise Meeting(s) with NHS Trust & Staff representatives	<b>Autumn 2007</b>

<b><u>REVISED ACTION PLAN - YEAR 2 (2007 to 2008)</u></b>				
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Original Target Date:</b>	<b>How Monitored / Measured:</b>	<b>Progress / Revised Target Date:</b>
<ul style="list-style-type: none"> <li>Open Travel Centre at Clatterbridge site</li> </ul>	Travel Plan Co-ordinator	February 2006 – <i>See Section 4.2 of Travel Plan</i>	Travel centre operating & providing information	<b>Travel Information provided at reception</b>
<ul style="list-style-type: none"> <li>Include information on bus services to the hospitals in appointment letters to patients</li> </ul>	Travel Plan Co-ordinator	Jun-06	Scheme up & running	<b>Aug-2007</b>
<ul style="list-style-type: none"> <li>Set up link on staff intranet to Merseytravel's website and journey planner</li> </ul>	Travel Plan Co-ordinator	Jan-06	Link on intranet and record of implementation in the annual review	<b>Aug-2007</b>
<ul style="list-style-type: none"> <li>Provide a range of public transport ticketing packages for staff</li> </ul>	Travel Plan Co-ordinator	Jun-06	Scheme up & running	<b>Jun-2008</b>
<ul style="list-style-type: none"> <li>Provide staff with interest free loans for purchasing public transport season tickets</li> </ul>	Travel Plan Co-ordinator	Jun-06	Scheme up & running	<b>Jun-2008</b>
<ul style="list-style-type: none"> <li>Provide information on the travel plan in the staff induction pack</li> </ul>	Travel Plan Co-ordinator	NA	Information in induction pack	<b>Nov-2007</b>

**Table 4.2: Medium-Long Term Action Plan**

<b><u>ACTION PLAN (2009 to 2011)</u></b>			
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Revised Target Date:</b>	<b>How Monitored / Measured:</b>
<b>Medium Term:</b>			
<ul style="list-style-type: none"> <li>increase the proportion of staff cycling to work by 100% from 4% to 8% modal share</li> </ul>	NHS Trust	<b>Jan-2009</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>Increase the proportion of staff walking to work by 100% from 2% to 4% modal share</li> </ul>	NHS Trust	<b>Jan-2009</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>increase the proportion of staff who car share from 4% to 15% modal share</li> </ul>	NHS Trust	<b>Jan-2009</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>Reduce the number of single occupancy car trips to the hospital and achieve a 35% modal share of travel to the hospital by sustainable modes</li> </ul>	NHS Trust	<b>Jan-2009</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<b>Long Term:</b>			
<ul style="list-style-type: none"> <li>increase the proportion of staff using public transport to travel to work from surveyed 2008 level by a further 50%</li> </ul>	NHS Trust	<b>Jan-2011</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>increase the proportion of staff cycling to work from surveyed 2008 level by a further 50%</li> </ul>	NHS Trust	<b>Dec-2011</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>Increase the proportion of staff walking to work from surveyed 2008 level by a further 50%</li> </ul>	NHS Trust	<b>Dec-2011</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>increase the proportion of staff who car share from surveyed 2008 level by a further 50%</li> </ul>	NHS Trust	<b>Dec-2011</b>	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey

## 5 Conclusions

This first annual Travel Plan review has been prepared on behalf of Wirral Hospitals NHS Trust to meet one of the planning conditions resulting from the successful application to increase the onsite car parking provision at Arrowe Park Hospital.

The main aims of the review are as follows:

- To provide an update on the circumstances surrounding the Travel Plan implementation;
- To demonstrate what has been achieved this year ; and
- To review future actions and target dates.

In the context of the lengthy project delays experience, the achievements made by Wirral Hospitals NHS Trust towards implementing the original Travel Plan actions confirm their commitment towards meeting the expectations of current transport policy. The original strategy document has proved itself an invaluable guide for this major local employer to realise the potential influence its actions can have upon its staff, patients and visitors. Major accomplishments include setting a car parking charge, relocating bus stops to more convenient locations, and increasing the number of staff cycling to work. The main challenge faced by the trust has been the rapidly declining park and ride patronage decrease. The provision of 300 free public onsite car spaces has unfortunately impacted upon the effectiveness of the park and ride scheme.

This annual review has aided those involved in implementing the strategy to evaluate the progress they have made, and also to understand where future work should be focussed in the upcoming year. Key action points include undertaking a patient and visitor survey for September 2007, the re-establishment of regular cycle forum meetings, and the development of a car share initiative. Sufficient resources will be made available to enable targets set within the original travel plan to be met.

# Appendix A Original Action Plans

## A.1 Short-Term

<b><u>ACTION PLAN - YEAR 1 (2005 to 2006)</u></b>			
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Target Date:</b>	<b>How Monitored / Measured:</b>
<ul style="list-style-type: none"> <li>Implement Charge For Parking</li> </ul>	NHS Trust	December 2005 ( <i>TBC</i> ) - See Section 4.2 of Travel Plan	N/A
<ul style="list-style-type: none"> <li>Undertake New Staff Surveys</li> </ul>	NHS Trust	January 2006	Presentation of updated results at annual review
<ul style="list-style-type: none"> <li>Undertake New Patient &amp; Visitor Surveys</li> </ul>	NHS Trust	January 2006	Presentation of updated results at annual review
<ul style="list-style-type: none"> <li>Undertake Surveys of Park &amp; Ride Patronage</li> </ul>	NHS Trust	January 2006	Presentation of updated results at annual review
<ul style="list-style-type: none"> <li>Update All Surveys on a Biannual Basis</li> </ul>	NHS Trust	2-Year Intervals (September)	Presentation of updated results at annual review
<ul style="list-style-type: none"> <li>Survey &amp; Update The Number Of Total Vehicle Trips Into The Hospitals</li> </ul>	Arrowe Park Car Parks Manager	January 2006	Presentation of updated results at annual review
<ul style="list-style-type: none"> <li>Implement Formal Car Share Initiatives</li> </ul>	Travel Plan Co-ordinator	January 2006– See Section 4.5 of Travel Plan	Car share data-base operational
<ul style="list-style-type: none"> <li>Provision Of 'Individual Journey Planner' Scheme</li> </ul>	Travel Plan Co-ordinator	January 2006– See Section 4.2 of Travel Plan	Scheme up & running
<ul style="list-style-type: none"> <li>Reform Travel Groups</li> </ul>	Travel Plan Co-ordinator (in association with Travel-wise)	December 2005 (or scheme implementation)	Monthly meetings to be held
<ul style="list-style-type: none"> <li>Allocate &amp; Spend Travel-Wise Grant</li> </ul>	NHS Trust (in association with Travel-wise)	December 2005 (or scheme implementation)	Introduction of 'hardware' that the grant has purchased
<ul style="list-style-type: none"> <li>Continue Work of Cycle User Group at Arrowe Park Site</li> </ul>	Travel Plan Co-ordinator	Ongoing – See Section 4.3 of Travel Plan	Monthly meetings to be held
<ul style="list-style-type: none"> <li>Set up Cycle User Group at Clatterbridge Site</li> </ul>	Travel Plan Co-ordinator	Sept 2005 – See Section 4.3 of Travel Plan	Monthly meetings to be held
<ul style="list-style-type: none"> <li>Formation of 'Cycle Club'</li> </ul>	Travel Plan Co-ordinator & Representative from user groups	December 2005 (or scheme implementation) – See Section 4.3 of Travel Plan	Appoint head of Cycle Club & representatives from both sites.
<ul style="list-style-type: none"> <li>Repeat 'Car Free Day'</li> </ul>	Travel Plan Co-ordinator	September 22 <sup>nd</sup> 2006 (TBC) to coincide with 'In town without my car' day & then Annually	Hold such an event
<ul style="list-style-type: none"> <li>Provide 'Green Travel Publicity Day'</li> </ul>	Travel Plan Co-ordinator	June 11 <sup>th</sup> -19 <sup>th</sup> 2006 during National 'Green Transport Week' & then Annually	Hold such an event
<ul style="list-style-type: none"> <li>Continue Discussions with local Bus Operators</li> </ul>	Travel Plan Co-ordinator	Ongoing – See Section 4.2 of Travel Plan	Hold regular meetings with operators
<ul style="list-style-type: none"> <li>Review reimbursement allowance for use of car for work purposes</li> </ul>	NHS Trust	December 2006 (or 12 months after scheme introduction)	Organise Meeting(s) with NHS Trust & Staff representatives
<ul style="list-style-type: none"> <li>Open Travel Centre at Clatterbridge site</li> </ul>	Travel Plan Co-ordinator	February 2006 – See Section 4.2 of Travel Plan	Travel centre operating & providing information



## A.2 Medium-Long Term

<b><u>MEDIUM &amp; LONG TERM ACTION PLAN</u></b>			
<b>Initiative/Measure/Action:</b>	<b>Responsibility:</b>	<b>Target Date:</b>	<b>How Monitored / Measured:</b>
<b>Medium Term:</b>			
<ul style="list-style-type: none"> <li>increase the proportion of staff cycling to work by 100% from 4% to 8% modal share</li> </ul>	NHS Trust	June 2007	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>Increase the proportion of staff walking to work by 100% from 2% to 4% modal share</li> </ul>	NHS Trust	June 2007	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>increase the proportion of staff who car share from 4% to 15% modal share</li> </ul>	NHS Trust	June 2007	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>Reduce the number of single occupancy car trips to the hospital and achieve a 35% modal share of travel to the hospital by sustainable modes by June 2007</li> </ul>	NHS Trust	June 2007	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<b>Long Term:</b>			
<ul style="list-style-type: none"> <li>increase the proportion of staff using public transport to travel to work from surveyed 2007 level by a further 50%</li> </ul>	NHS Trust	December 2010	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>increase the proportion of staff cycling to work from surveyed 2007 level by a further 50%</li> </ul>	NHS Trust	December 2010	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>Increase the proportion of staff walking to work from surveyed 2007 level by a further 50%</li> </ul>	NHS Trust	December 2010	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey
<ul style="list-style-type: none"> <li>increase the proportion of staff who car share from surveyed 2007 level by a further 50%</li> </ul>	NHS Trust	December 2010	2-yearly formal survey and alternate 2-yearly 'snap-shot' modal split survey