

Travel Planning Support and Development

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Paper E

Purpose of report:

This paper is for:	Description	Select (X)
Decision	To formally receive a report and approve its recommendations OR a particular course of action	
Discussion	To discuss, in depth, a report noting its implications without formally approving a recommendation or action	X
Assurance	To assure the Board that systems and processes are in place, or to advise a gap along with treatment plan	
Noting	For noting without the need for discussion	

Previous consideration:

Meeting	Date	Please clarify the purpose of the paper to that meeting using the categories above
Reconfiguration Programme Cmtee	22.12.2020	For discussion and support
Executive Board – ESB	05.01.2021	For discussion and support
Trust Board Committee		
Trust Board		

Executive Summary

Context

On 14th September 2020 Go Travel Solutions were commissioned to work alongside the UHL Travelwise Manager to provide Travel Planning Support and Development for UHL covering the consultation phase of Building Better Hospitals for the Future and help develop long-term investment in sustainable travel for the Trust. Go Travel Solutions are a local specialist sustainable transport consultancy that have strong and strategic relationships with stakeholders in the city and beyond. These include the main local providers of transport services, transport infrastructure, local authorities and major employers.

Questions

1. What progress has been made with the work?
2. Who will be involved in this work?
3. What is required from the Trust?

Conclusion

1. Since the last report the Travel Action Plan from Phase 1 has been completed and work is progressing on Phase 2 of the project, this involves 'putting meat on the bones' for the Plan.
2. Go Travel Solutions and the Travelwise Manager have met directly with various council representative (Leicester City Council, Rutland County Council, Leicestershire County Council). In addition to overarching meetings, specific meetings have been held around bus and cycle developments in the city.

The basis of a partnership is now in place with Leicester City Council, that will help to deliver a multi-million-pound investment in cycling and buses, offering a step-change in sustainable transport provision for the UHL sites, particularly LRI and GH.

3. The Trust needs to provide senior level support to prioritising sustainable travel for staff, visitors, and patients (where appropriate). The Trust needs to provide a clear route for submission of proposals (both policy and monetary) to ensure partnerships can be given a very clear message i.e. the Trust are in support of sustainable travel options. The Trust needs to change the mind set of cars 1st. In addition to the support, the Trust is likely to have to consider providing finance to facilitate changes in travel options.

Input Sought

We would welcome the Trust Board's input regarding acknowledging the information within this paper and recognising next steps i.e. the need to provide senior level support and potentially finance.

For Reference:

This report relates to the following UHL quality and supporting priorities:

1. Quality priorities

Safe, surgery and procedures	[Yes / No /Not applicable]
Safely and timely discharge	[Yes / No /Not applicable]
Improved Cancer pathways	[Yes / No /Not applicable]
Streamlined emergency care	[Yes / No /Not applicable]
Better care pathways	[Yes / No /Not applicable]
Ward accreditation	[Yes / No /Not applicable]

2. Supporting priorities:

People strategy implementation	[Yes / No /Not applicable]
Estate investment and reconfiguration	[Yes / No /Not applicable]
e-Hospital	[Yes / No /Not applicable]
More embedded research	[Yes / No /Not applicable]
Better corporate services	[Yes / No /Not applicable]
Quality strategy development	[Yes / No /Not applicable]

3. Equality Impact Assessment and Patient and Public Involvement considerations:

- What was the outcome of your Equality Impact Assessment (EIA)? Not applicable
- Briefly describe the Patient and Public Involvement (PPI) activities undertaken in relation to this report, or confirm that none were required

This work is part of the reconfiguration program that has its own set of engagement activities

- How did the outcome of the EIA influence your Patient and Public Involvement?

Not applicable

- If an EIA was not carried out, what was the rationale for this decision?

Not required at this point

4. Risk and Assurance**Risk Reference:**

Does this paper reference a risk event?	Select (X)	Risk Description:
Strategic: Does this link to a Principal Risk on the BAF?	x	PR 7 – Reconfiguration of estate
Organisational: Does this link to an Operational/Corporate Risk on Datix Register	No	
New Risk identified in paper: What type and description ?	No	
None		

5. Scheduled date for the **next paper** on this topic: [TBC]

6. Executive Summaries should not exceed **5 sides** [My paper does/~~does not~~ comply]

1. Introduction

The purpose of this paper is to update the Trust Board on progress to date with the Travel Planning Support and Development in support of Building Better Hospitals of Leicester.

2. Progress to Date

The main areas of progress to date:

- Finalisation of Phase 1 Travel Action Plan with the inclusion of an emerging sustainable travel network for the three UHL sites based on Leicester City Council investment.
- Progression of the Phase 2 Travel Action Plan.
- Meetings of the Steering Group on 15th October, 12th November and 10th December 2020, bringing together external and internal stakeholders e.g. De Montfort University, Leicester City Council, Healthwatch Leicester & Leicestershire, Healthwatch Rutland, Communications, HR and staff side. See appendix 1 for the Terms of Reference and membership for this group.
- Meetings of the Forum on 29th October and 26th November 2020 with terms of reference and membership (see appendix 1) to support effective project delivery including but not limited consisting of representatives from areas such as junior doctors, capital, equality, Leicester Tigers, Highcross etc.
- Meetings internally to look at online channels for the dissemination of information and the creation of an online travel portal for staff and public
- 1:1 meetings held to build on existing work and secure of strong interest from Leicester City Council in the UHL project. They have a desire to partner with the UHL in developing an enhanced sustainable travel network serving the hospitals. This includes:
 - Electric rapid transit services serving LRI e.g. from Birstall, Meynells Gorse and Enderby.
 - Investment in electric buses for the hopper, this could happen as early as Spring 2021.
 - Investment in all the Park and Ride services including but not limited to bringing all P&R via the LRI, plus opportunity for extended hours and more frequent services.
 - New park and ride services, including one at Beaumont Leys, with link to GH
 - Possible Park and Ride on the Leicester General site (see below).
 - Santander Cycles Leicester electric bike docking station at the LRI site to link with up to 50 other central Leicester docking stations (including the train and bus stations) by the end of Spring 2021, with further discussions to extend to GH and LGH.
 - A new cycle parking facility at the LRI.
 - Improvements to existing cycle parking at the LRI.
 - New free city centre shuttle serving the LRI and linking with the train and bus stations.
- All the above work has been moved on and prices are now coming forward with regards to achieving all the above. A funding list is being created.

3. Work Plan

To reflect the requirements of the consultation, the workstream of this commission is divided into three phases. They are:

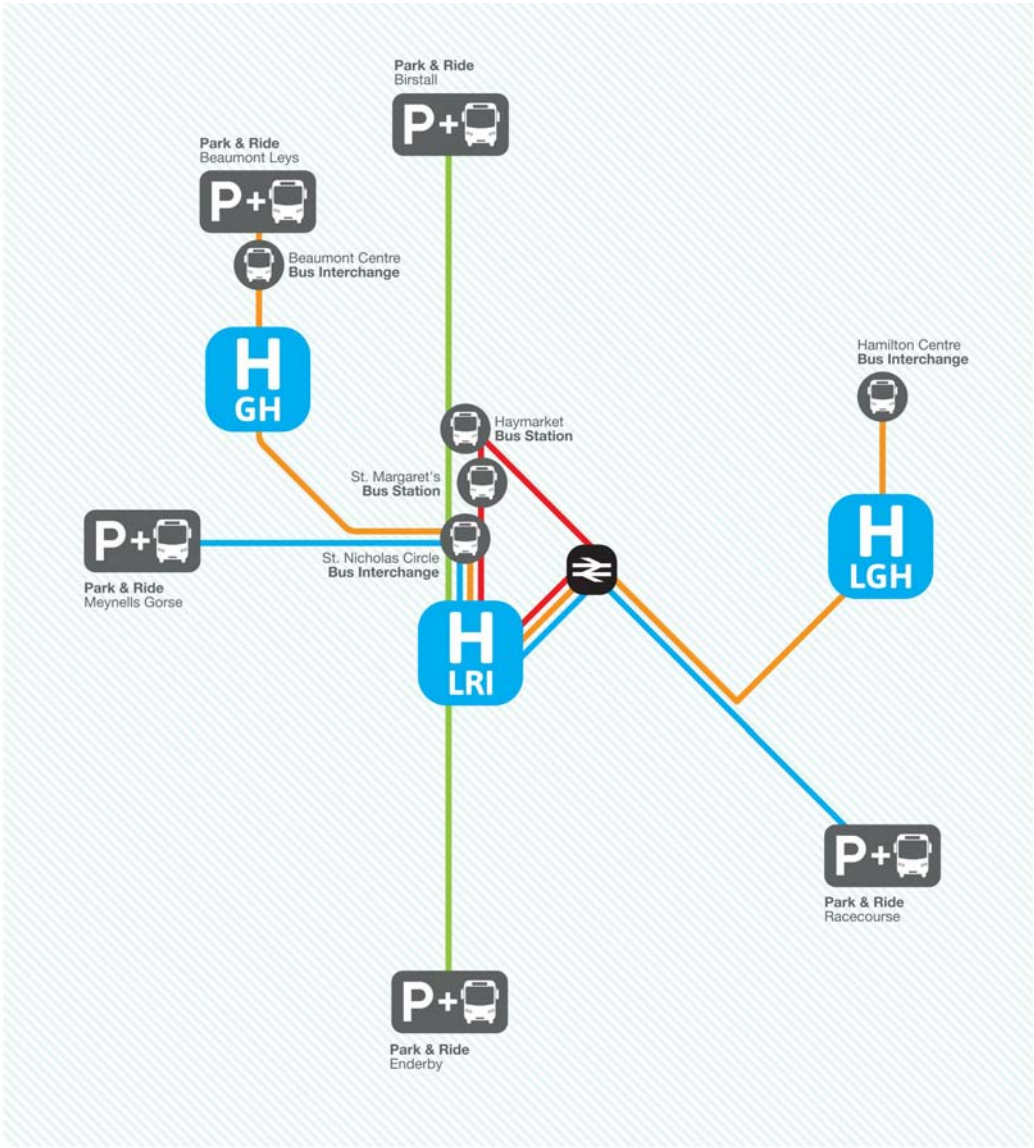
- Phase 1: Creating a Draft Travel Action Plan for the three sites (completion of Phase 1 Travel Action Plan by end of October 2020).
- Phase 2: Creation and delivery of engagement with stakeholders and development of Travel Action Plan (completion by end of December 2020).

- Phase 3: Reviewing and Finalising Travel Action Plan for the three sites (completion by end of January 2021).

A more detailed Work Plan can be found in Appendix 2.

The key actions in Phase 2 will be:

- Engagement with external stakeholders to progress the co-production of transport measures to support the Reconfiguration Programme and help secure long-term benefits to the Trust.
- Development of business cases for where there is a suggested requirement for investment from the Trust in transport measures.
- Engagement with internal stakeholders to help embed a proactive approach to sustainable travel as part of the DNA of the Trust.
- Gathering, reviewing, and responding (as appropriate) to travel feedback being received from the consultation.
- Development of a sustainable travel network for the three UHL sites in partnership with Leicester City Council. This will focus on enhanced bus links and cycle links along with complimentary measures to help promote. Below is a visual of the planned Park & Ride network serving UHL.
- Development of the Travel Action Plan arising from the above actions.



4. Feedback to date

There has been a variety of feedback from the different consultation methods, below is a list of the comments raised and the changes that have been made.

Comments already covered in the Travel Action Plan (TAP):

- Increase/improve the public transport options.
- Consider Park & Ride or shuttle buses to the hospitals.
- Increase the Hopper hours and frequency.
- Ensure that sustainable travel options are considered and included in the plan.
- Consider people without access to a car.
- Improve cycle parking including security.
- Improve showers and changing facilities.
- Consider inter-site travel.
- Improve travel information sharing.
- Improve signage.
- Make improvements to/include car parking within the development plans.
- Look at car parking charges.
- Ensure that parking charges are comparable to public transport.

Suggestions that have been added into the TAP:

- Ensure that disability and equality issues are actioned.
- Include drop-off points for drivers with no desire to park.
- Encourage e-bikes as these are more accessible to a wider range of people and can negate or reduce need for as many changing facilities.
- Include e-charging for bikes and cars.
- Consider payment by means such as phone or phone app.
- Direct partnership engagement with Rutland County Council.
- Including information about travel to staff before starting.
- Direct partnership with Leicestershire Partnership Trust.

Feedback not acted upon within the TAP:

- Phone and video consultations: already taken care of with the reconfiguration plans.
- Centralisation versus devolution: beyond the scope of our involvement.
- Specific comments regarding maternity provision: beyond the scope of our involvement.

5. Project risks

The Trust has historically not been able to fully investment in sustainable travel and this is a major risk for this project. If we are going to secure the maximum investment in transport from Leicester City Council, UHL need to compliment the support from the authority. This commitment needs to be via senior level buy in and potentially financial support.

Here are examples of the commitments that may need to be made:

- Development of a Parking Strategy that aligns with and supports the provision of Park & Ride services.
- Prioritising promotion of sustainable travel to staff, visitors, and patients (where appropriate).

A proactive approach to sustainable travel is totally consistent with the strategic priorities of the Trust to enhance health outcomes, reduce its carbon footprint, support its peoples and the communities around.

Below is a summary of the key project risks. This register will be updated throughout as new risks emerge and mitigating measures are deployed.

Risk	Mitigation	Severity (low/medium/high)
Covid-19 – reducing attractiveness of public transport in short to long term	Go Travel Solutions (GTS) to engage with transport authorities and bus operators to supply latest travel guidance and promotions of measures to help make public transport safe to use	High
Internal UHL project conflict, which compromises TAP in delivering long-term positive sustainable change because of short-term project focus e.g. car parking requirements.	GTS to provide business case for sustainable travel to senior managers at UHL. UHL to review policies and practices that undermine sustainable travel and prioritise sustainability.	High
Historic low priority given to sustainable travel at UHL - reflected in the culture and decision-making process	GTS to provide business cases for sustainable travel to senior managers at UHL. UHL to facilitate opportunities to review policies and practices that undermine sustainable travel.	High
National pro-parking policy at hospitals promoted by government - leading to policies of free parking making sustainable travel less attractive and undermining business case for new parking provision	GTS through its national links to make case for a parking policy to be applied at hospitals that does undermine sustainable travel. UHL to likewise lobby through their partnerships.	High
Lack of funding to deliver investment needed in sustainable travel (e.g. cycle hubs, enhanced bus network), particularly given the Reconfiguration Programme does not come with budget for transport provision and the Trust being in financial special measures.	GTS to maximise support from public sector partners and transport providers through collaborations and engaging with other strategic employers. UHL to review different ways of funding sustainable travel measures.	High
Lack of future attractive public transport offer because of Covid-19 undermining the business model for the operation of bus and train services.	Engage with Leicester City Council as the local transport authority to secure the strongest public transport offer through the partnership being developed.	Medium

Risk	Mitigation	Severity (low/medium/high)
Focus of NHS on responding to Covid-19 , leading to policies promoting counter to sustainable travel and reducing capacity to introduce a pro-sustainable travel approach.	GTS to provide business case for sustainable travel measures and be sensitive to NHS capacity. UHL to provide up to date position on capacity.	Medium
Non receipt of data - leading to less informed/smart measures	Development of engagement with multiple contacts within UHL. UHL to provide multiple contacts.	Low

6.Conclusion

Work is progressing well and the Travel Action Plan has been through many iterations and can now be used to inform the various groups in a controlled manner.

The Trust needs to recognise the risks of this work as detailed in section 5. The expectations of this project are high and have been driven by the consultation of the Reconfiguration proposals, however moving forward this work needs to be seen as part of business as usual across the whole Trust.

Appendix 1 – Terms of Reference

Project Group	Meeting frequency	Group Membership	Role of Group
Task Group	Weekly	UHL: Ruth GTS: Ian, Robin + others as and when required	<ul style="list-style-type: none"> • Management of the different tasks of each phase • Identification and scoping of resource requirements
Review Group	Monthly	UHL: Justin, Ruth, Nigel GTS: Robin, Ian, Cliff	<ul style="list-style-type: none"> • Review against milestones and key deliverables of project plan • Project risk review • Project evaluation • Approvals for next phase of GTS commissioning
Steering Group	Every 4 weeks – 4 times during project	Core UHL and GTS team plus <i>External</i> <ul style="list-style-type: none"> • Uni of Leicester • De Montfort University • Healthwatch (Rutland & Leicester/Leics) • Patient Partners • Leicester City Council • Leics County Council • Leicester & Leics Enterprise Partnership • Arriva • First • Centrebus • Ride On <i>Internal</i> <ul style="list-style-type: none"> • Estates • HR • Comms • Patient Rep 	<ul style="list-style-type: none"> • Recognised engagement channel as part of Reconfiguration consultation • Catalyst for co-creation on transport measures to enhance accessibility • Sounding board for different solutions proposed by UHL/GTS
Forum	Every 4 weeks – 3 times during project	Core UHL and GTS team <i>External - including</i> <ul style="list-style-type: none"> • Leicester Tigers • Leicester City Football Club • East Midlands Railway • CrossCountry • East Midlands Chamber • Leicester College • Leicester BID • Highcross <i>Internal - including</i> <ul style="list-style-type: none"> • Junior doc rep • Consultant rep • Equality lead • Health & safety • Receipt and distribution • Staff engagement & well-being • Capital • Payroll • Salary sacrifice • Volunteers 	<ul style="list-style-type: none"> • Forum for co-creation of transport measures to enhance accessibility • Recommending of measures for Steering Group and as part of future Travel Action Plan • Gathering of wider transport feedback and concerns as part of Reconfiguration Programme

Appendix 2 – Work Plan for Phase 2 of 3

Updating of Travel Action Plan and creation of final Phase 2 Travel Action Plan
Securing of internal UHL senior buy-in
Securing of partnership with Leicester City Council
Securing of partnership with Leicestershire County Council
Securing of partnership with Rutland County Council
Securing of partnership with public transport operators
Securing of partnership with major employers in proximity to UHL sites
Sign-off of Phase 2 Travel Action Plan
Creation of business case(s) for additional UHL investment
Report for Reconfiguration Programme Committee on 20-11-20
Report for Reconfiguration Programme Committee on 22-12-20
Steering Groups on 12-11-20 and 10-12-20
Forums on 26-11-20 and 17-12-20
Outline design of sustainable travel portal for staff, visitor and patients
Reviewing of consultation feedback
Reviewing of Pre-Consultation Business Case and developing mitigating measures
One to one engagement with key stakeholders