









King's College Hospital NHS Foundation Trust Travel Plan 2022/2023

OPTIMA
Intelligent Highways Solutions

Sustainable healthcare for all

Contents

• Page 3 - 7 Introduction 	• Page 8 - 9 Management 	• Page 10 - 12 Surveys - Summary 	• Page 13 Progress to Date 	
<td>• Page 14 Action Plan </td>				• Page 14 Action Plan 

Tables

- Table 3.1 Orpington Feedback
- Table 3.2 KCH Feedback
- Table 3.3 The PRUH Feedback

Appendices

- Appendix A 2022 Travel Survey Results

Abbreviations

- King's – King's College Hospital NHS Foundation Trust
- KCH – King's College Hospital (Denmark Hill)
- The PRUH – The Princess Royal University Hospital
- TP – Travel Plan
- TPC – Travel Plan Coordinator
- TfL – Transport for London
- ICS – Integrated Care Systems
- Optima – Optima Highways and Transportation Consultancy Ltd

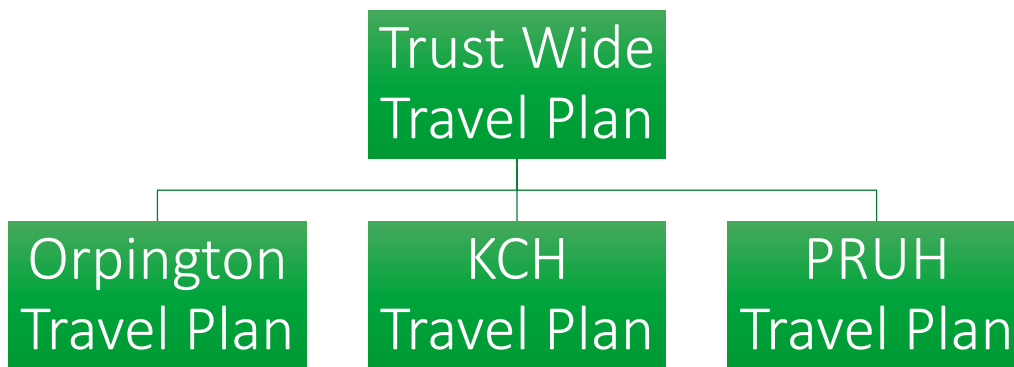
This document has been prepared for King's College Hospital NHS Foundation Trust by Optima Highways and Transportation Ltd, no other party may use, make use of or rely on the contents of this document. This document cannot be assigned or transferred to any third party without the express written agreement of both Optima Highways and Transportation Ltd and the Trust.



1. Introduction

This Trust Wide Travel Plan (TP) has been prepared on behalf of King's College Hospital NHS Foundation Trust (King's).

This TP forms an 'umbrella' to the Trust Travel Plans and relates to Orpington, the Princess Royal University Hospital (the PRUH) and King's College Hospital, Denmark Hill (KCH) hospital sites. This report is applicable for staff, patients, visitors, contractors and any other users of the sites.



Scope of the Works

Optima Highways and Transportation Consultancy Ltd (Optima) has been appointed by King's to prepare a TP for Orpington, the PRUH and KCH and as previously mentioned, this Trust Wide TP provides an overarching TP document which sets out the key principles to be adopted within each site specific, individual TP.

The Travel Planning process, including the preparation of each TP, has been overseen by a Sustainable Travel Plan Steering Group which is proposed to report to the established Sustainability Steering Group which in turn will report to the King's Board.

Report structure

The document structure is as follows:

- Chapter 1: Sets out about TPs and King's existing policies;
- Chapter 2: Sets out the monitoring and methodology;
- Chapter 3: Surveys, summarising the feedback from the surveys;
- Chapter 4: Summarises the progress to date;
- Chapter 5: An overview of the action plan requirements.



1. Introduction

Travel Plans

A TP is a package of measures designed to encourage safe, healthy and sustainable travel options for all users regardless of health, ability and age. The main aim of a TP is usually to minimise single occupancy vehicle travel, in turn improving health and wellbeing and making a positive contribution to the community and environment. The Trust TPs also encompass sustainability, equality, diversity and inclusion matters.

When preparing a TP, it is important to take into account the National Planning Policy Framework (NPPF) which sets out the Government's planning policies for England. At the heart of the NPPF is a presumption in favour of sustainable development, indicating that it should be the key theme in the decision making process. It depicts that developments that generate significant volumes of traffic are located where the need to travel will be minimised and the use of sustainable travel can be maximised.

The Planning Practice Guidance – Travel Plans, states that TPs should identify specific outcomes, targets and measures as well as providing clear guidance for future monitoring and management arrangements.

A TP includes a review of the site in terms of accessibility on foot, by cycle, public transport and vehicle provisions. A TP sets objectives and modal split targets for reducing single occupancy vehicle travel to and from the particular site.

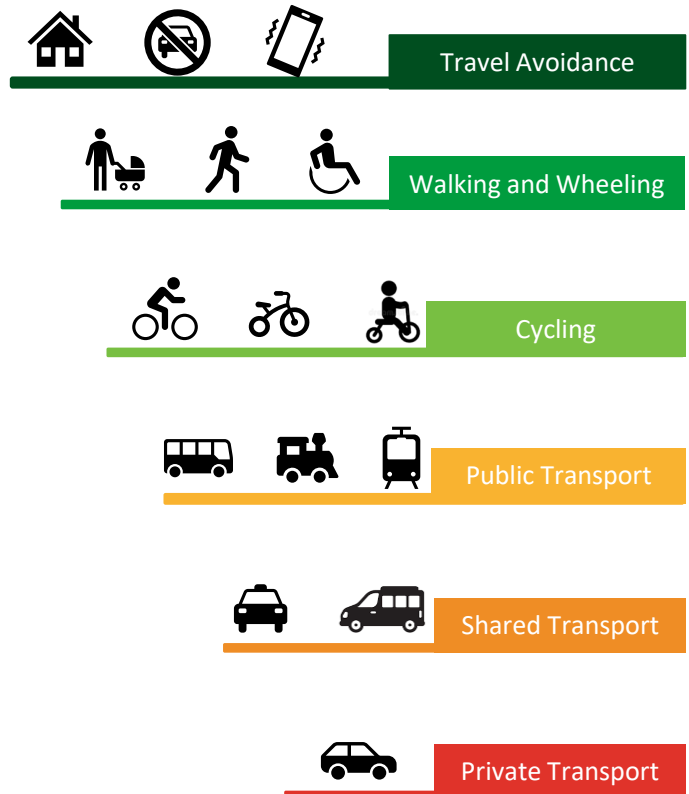
The TP is then implemented by a Travel Plan Coordinator (TPC), which includes carrying out measures and ensuring actions are conducted as set out in the specific report. The TP is monitored by carrying out travel surveys to establish how people travel to and from the site.

It is essential for a TP to be successful that it has the buy in from senior members of staff within the organisation to ensure that sufficient funds and resources are dedicated to its preparation, implementation and maintenance.

A TP is not a static document and as such, this Trust Wide TP and the individual TPs will adapt and evolve over time in line with best practice and changes at each site. This TP and subsequent reports can be used for planning permission of any future development at the sites.

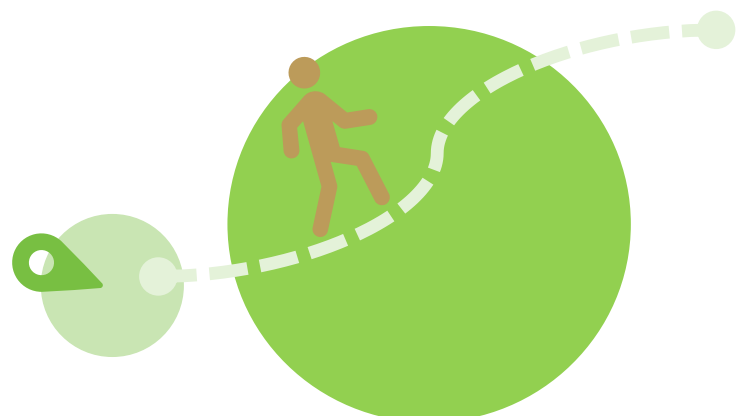
Travel Hierarchy

King's sustainability travel hierarchy sets out processes for staff, patients and users traveling to the sites, encouraging low carbon, active modes of transport wherever possible.



Following this TP, the Trust aims to communicate the travel hierarchy more effectively by updating and improving travel to site information on the website, intranet and physical resources at each hospital. Currently, modal options are set out within the Trusts website and policies, however more could be done to encourage active and public modes of travel.

The Trust should consider developing a decision flowchart, a useful tool for deciding the best way to undertake a visit to site which should take into account the wide variety of user groups and their needs.



1. Introduction

It is important that the TP's align with and feeds into the Trusts sustainability and equality, diversity and inclusion agendas.

The King's website sets out:

“At King’s we are proud of our diverse workforce and the strength that gives us to provide compassionate care to all of our patients. We are fortunate to employ a workforce that represents the population we care for, and are open to the value of differences in age, disability, gender reassignment, marital status, pregnancy and maternity, race, sex, sexual orientation, and religion or belief.

We expect our leaders to actively champion Equality, Diversity and Inclusion, and will equip and support them to do so. We will address inequalities across our services, strengthen our partnerships within the community, and ensure we meet our social and environmental responsibilities. We proudly champion diversity and inclusion at King’s, and act decisively to deliver more equitable experiences and outcomes for our patients and staff.

Our vision, which applies to staff, patients and patients’ families, is to be ‘effortlessly inclusive’, putting Equality, Diversity and Inclusion at the heart of everything we do. To realise that vision, we are committed to:

- *Leading the way by developing our culture and skill: We will build a culture that champions Equality, Diversity and Inclusion. We will support and develop our people to provide compassionate and culturally competent care to our patients and each other.*
- *Tackling health inequalities: We will be proactive in anticipating the diversity of our patient needs and will respond to them to ensure we achieve the best outcomes.*
- *Being an anchor in the community: We will take our social and environmental responsibility seriously, addressing the socioeconomic determinants of health.*
- *Building community partnerships: We will improve the reach of our organisation and grow our standing in the community through local partnerships.”*

Each TP has taken account of the equality, diversity and inclusion of the Trust.



1. Introduction

Aims

It is important that the aims and objectives of this TP and the subsequent site specific TPs feed into the NHS targets.

The aim of this Trust Wide TP is therefore to:

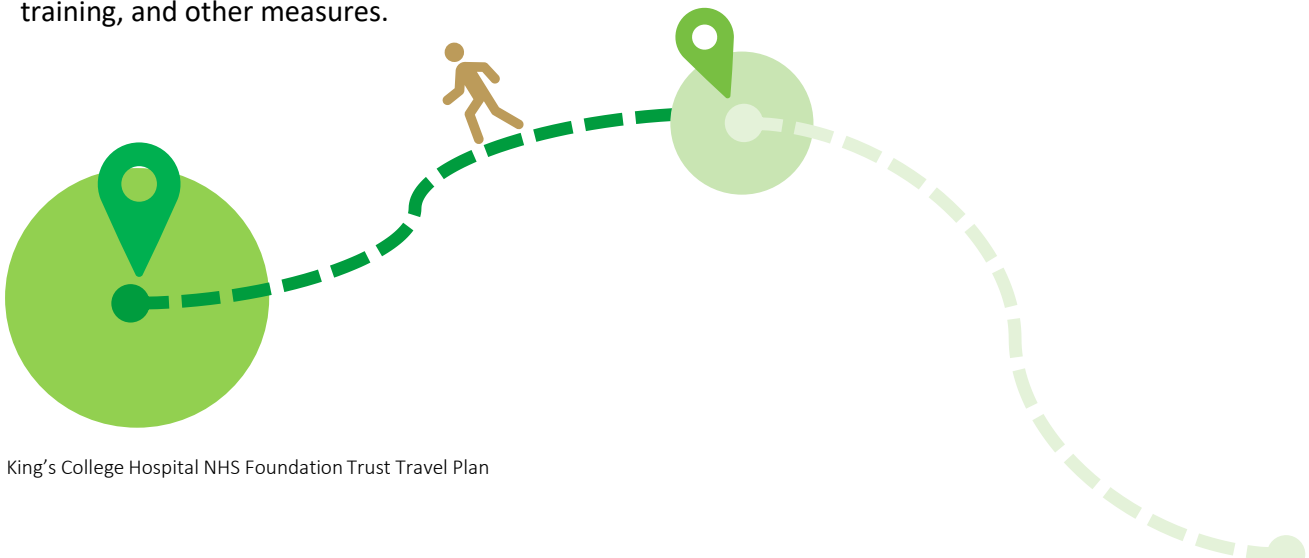
- Improve the infrastructure, facilities and initiatives to reduce unnecessary journeys and enable modal shifts towards healthier, active forms of travel such as cycling and walking as well as public transport; and
- Shift away from cars and towards walking, cycling and public transport to decrease carbon emissions and air pollution, improve physical activity and wellbeing, and increase access to care for patients.

In order to achieve the aim of the Trust Wide TP, the following objectives have been set:



In 2020, the NHS set out its intent to support this ambition (UK being net zero by 2050) through its 'Delivering a 'Net Zero' National Health Service' report. The report sets a clear target for achieving a net zero health service for direct emissions by 2040 (with an ambition to reach an 80% reduction by 2028 to 2032) and indirect emissions by 2045 with an ambition to reach an 80% reduction by 2036 to 2039.

The Trust will reduce and decarbonise their travel and transport while supporting safe and active travel for staff, patients, and visitors; to implement travel surveys, measuring patient, visitor, and staff travel to gain an understanding of travel patterns and any barriers preventing staff, patients, and visitors from using active travel; and to support active travel for NHS organisations with the training of champions, confidence training, and other measures.



1. Introduction

An overview of the policies and strategies that this plan align with and contribute to are outlined below. The golden threads of the Trust's [Strong Roots, Global Reach strategy](#) have been considered and weaved throughout this TP:



Greener NHS ambition

- In 2020, the NHS set out its intent to support this ambition through its 'Delivering a 'Net Zero' National Health Service' report. The report sets a clear target for achieving a net zero health service for direct emissions by 2040 and indirect emissions by 2045.
- The NHS is responsible for 9.5 billion road miles per annum. This represents approximately 14% of total NHS emissions, contributes significantly to urban air pollution.

NHS Non-Emergency Patient Transport Services (NEPTS) review

- A new universal transport support offer for patients travelling to and from renal dialysis as part of the updated national eligibility standards.
- Redesigning access to the healthcare travel costs scheme to make it easier for people on a low income to claim back journey costs.
- A commitment to 100% zero emissions journeys.

Trust and ICS Green Plans

- King's are committed to reduce and decarbonise their travel and transport while supporting safe and active travel for staff, patients, and visitors.
- Ensure that any car leasing schemes restrict high emission vehicles and promote ultra-low emission vehicles.
- Cut business mileages and fleet air pollutant emissions by 20% by 2023/24.
- At least 90% of the NHS fleet will use low-emissions engines (including 25% Ultra Low Emissions) by 2028.
- All fleet vehicles purchased or leased by the organisation after 1 April 2020 support the transition to low and ultra-low emission (ULEV).
- By 2023/24 every patient in England will be able to access a digital first primary care offer, therefore promoting travel avoidance for patients.
- By 2024, secondary care providers in England, including acute, community and mental health care settings, will be fully digitised, including clinical and operational processes across all settings, locations and departments, therefore promoting travel avoidance for both the patient and staff.

2. Management

Methodology and Responsibility To Date

Optima have taken predominant role of managing the TP to date by means of preparation and conducting the baseline surveys. The interim role of TPC has been carried out by the Interim Sustainability Lead, at Lexica. The role will now be by the Sustainable Travel Lead, employed by the Trust.

Optima have held weekly meetings with Lexica, with the NHS sometimes in attendance to discuss the development of the Travel Plans.

Optima arranged pre-meet site visit virtual meetings with Lexica, NHS and their security teams in order to establish if there were any particular areas to address at the sites.

Site audits were carried out on site by Optima on the following dates:

- Orpington – 12th April 2022;
- PRUH – 13th April 2022; and
- Denmark Hill – 14th April 2022.

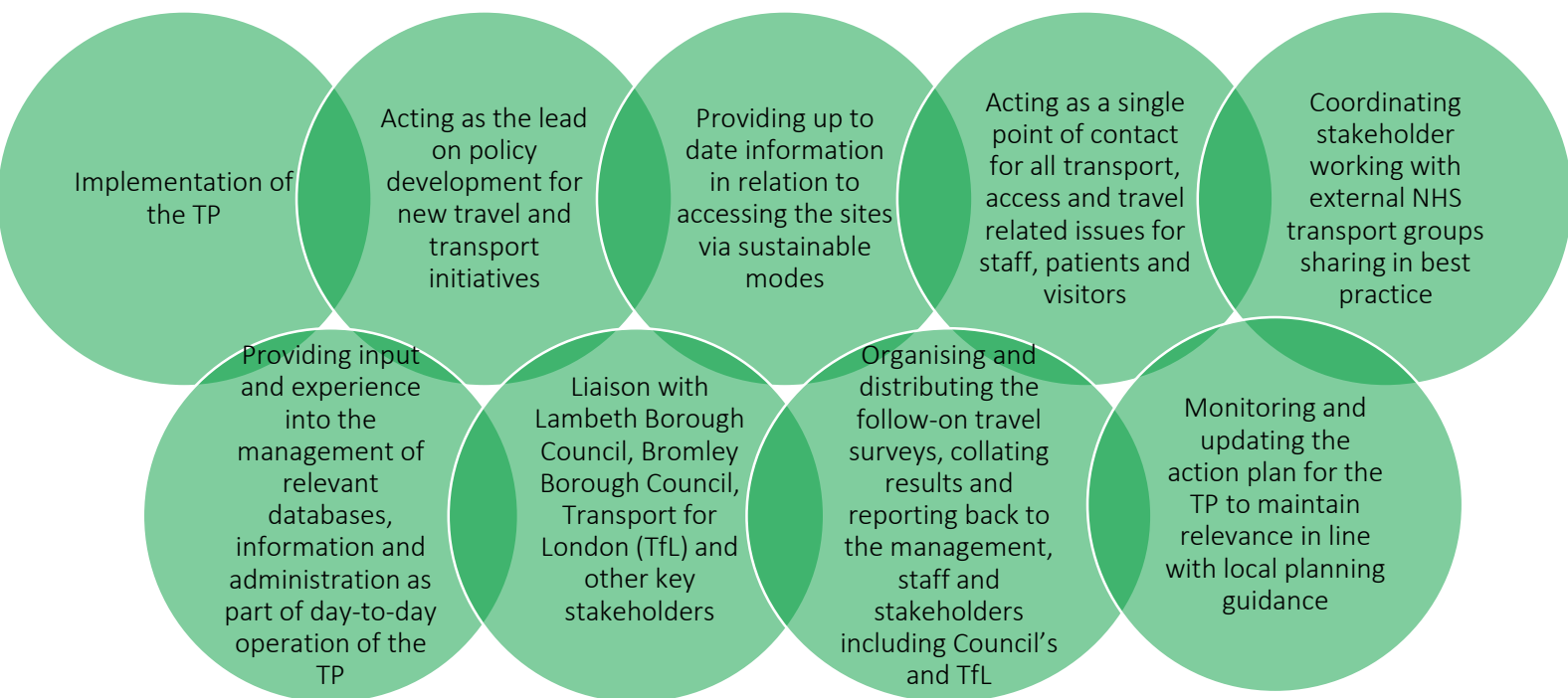


An additional Denmark Hill visit took place on Tuesday 5th July 2022 with Optima and the NHS.

Optima have attended meetings with the Patient Accessibility Group, Sustainability Steering Group and Green Champion Group in order to share details of the TP and receive feedback regarding travel from regular users of the hospitals.

Travel Plan Coordinator

The duties of the TPC will include:



2. Management

Due to the nature of the NHS and the complexity of management and decision making within the King's, the TPC will be supported by management in order to fulfil the measures set out within the TP.

Following the Board approval, a TP Steering Group will be formed, with relevant KCH departments and stakeholders. The key stakeholders in this TP may include:

- KCH Senior Management Team;
- Representative Staff Groups / Unions;
- Patient Groups;
- Ambulance Service;
- Transport for London; and
- Lambeth Borough Council, Southwark Borough Council and Bromley Borough Council.

The Travel Plan Steering Group will meet regularly, and may coincide with the Green Champions Meeting depending on agendas.

The TP has been prepared for the King's and the measures and actions predominantly lay with them, there are also actions for other NHS organisations and collaborations with partners in local authorities and beyond.

Surveys

The monitoring of the TP is important to ensure that implementation is taking place and progress is being made on site.

It is recommended that the survey content is predominantly repeated in order to establish patterns in change of travel and demands for facilities on site.

The response rate for the survey should at least replicate, if not be increased upon that of the 2022 baseline survey.

It is suggested that travel surveys are carried out in full with the following parameters:

- (a) Every 5 years. Based on this, the next full survey would take place in 2027.
- (b) Including staff visitors and patients.
- (c) Physical promotion – face to face surveys in addition to the promotion listed below.

Snapshot surveys could take place without the need for 'manning' the site.

- (a) Every other year. Based on this, the next survey would take place in 2024, and 2026.
- (b) QR codes on flyers, emails, internal bulletins, intranet.

A review of the aims and objectives of the TP will take place post surveys to ensure progress is being made in the right direction (of increasing sustainable and active travel to and from the sites).

In the meantime, feedback from patients will be recorded. Travel feedback currently takes place voluntarily from patients by the means of patients receiving a text following a visit to the hospital asking how their visit was. Patients sometimes use this opportunity to provide feedback on their travel and access to the sites.

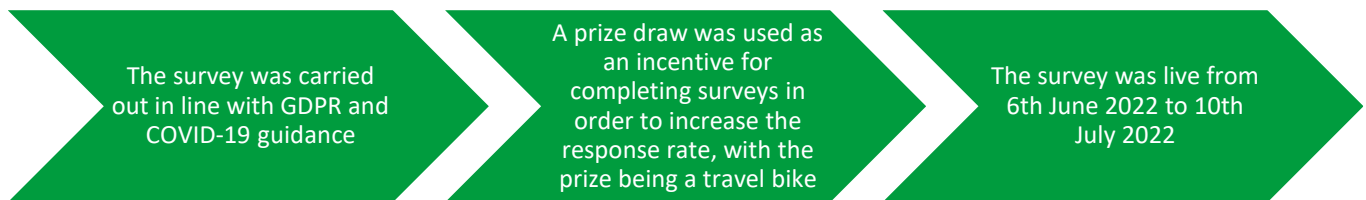
Monitoring will also take place in the form of the progress of the action plan set out within each individual TP.

3. Surveys - Summary

Prior to the survey commencing, the questionnaire, including the structure, question wording and response options, were reviewed by Lexica and NHS. This helped ensure that the questionnaire was easy to understand, would elicit useful responses, was of a suitable length, and that the questions were asked in a non-biased manner. The survey was also shared with Lambeth Council in order to establish if they required any specific travel information.

The online method of surveying was promoted by a number of methods:

1. Third party survey company on site at both Orpington and Denmark Hill. The surveyors approached staff, patients and visitors on site to carry out the survey there and then. The surveyors also handed out a QR code postcard to those people who didn't have the time / were not comfortable with a face to face survey;
2. Posters were displayed in key locations around the hospital with a link to the survey and a QR code for people to scan in order to access the survey;
3. Emails were circulated to patient groups; and
4. The link and QR code to the survey were displayed on staff screensavers.



The individual TPs contain tables and charts showing the main results of the survey. In some instances, the responses may not add up to 100%. The reasoning behind this could be due to one of the following:

- The question may have allowed each respondent to give more than one answer;
- The question may not have been asked to all respondents, for example a question may have been asked based on how a respondent answered another question;
- Only the most common responses may be shown in the table or chart;
- Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%; and
- A response of between 0% and 1% will be shown as 0%.
- Demographic questions were asked to ensure that all groups were asked for their opinion and included within the action plan.

A full copy of the survey results are available at Appendix A, with site specific breakdowns within each individual TP. If there is any specific data of interest to the audience, then copies of filtering of the results can be obtained by emailing kate.peel@optimahighways.com

Staff, patients and visitors made comments and suggestions regarding their travel to and from the hospital, including what works well and what they would like to see improved.

Within each TP, each of the comments has been addressed appropriately within the action plan. The list is in no particular order and comments of similar nature have not been repeated, for example where people have commented 'more cycle parking', this has only been included once per site.



3. Surveys - Summary

An overview of the comments provided from each site are set out in the following Tables.

With regards to Orpington, users appreciate the bus going into the site but also acknowledge that travel by public transport can be more expensive than travel by private car.

Table 3.1 Orpington Feedback

Orpington		
I don't like using a car as it can sometimes be impossible to find a parking space.	Would rather get the train but that would be 1.25 hrs time and £7 cost. Car is 25 mins and about £2 cost.	More bus route and when sending a letter with appointment, please also provide which bus people can take from their home regards less where they live.
If there were better links I would use public transport.	Very helpful there is a bus that goes to the hospital, as parking is limited.	Bus perfect straight too hospital entrance.
I then park on residential streets away from the hospital.	More bus timetables.	More parking. Less charges.
Transport links are easier by car to Orpington.	More disabled parking bays.	Electric car charge points would be very useful.
I would be happy to use public transport more if I had a bike that I could cycle at both ends of the journey.	Bus service is excellent You need a bigger car park or a long term one and a short term one.	An option to pay on exit for parking would be fairer as you never know how long you will be.
A shuttle bus to help patients get from the main bus stops at the bottom of the hospital to the top and vice Versa.		

With regards to KCH, users acknowledge that the site is well served by buses and train, with complementary comments on the cycle parking at the site.

Table 3.2 KCH Feedback

KCH		
Please provide more parking spaces at a more reasonable price.	Train very easy to use and close to kings hospital.	A clear, protected, cyclable path to and from Denmark Hill to the cycle park with alternative routes put in place and signposted when building work/temporary buildings block this.
I come by bicycle . Finding a place to secure my bicycle is normally not possible.	I think travel here is convenient and easy.	The directions to the place you have to go on in the building.
More staff shower facilities would be a big boost for cycling.	Shuttle buses from Denmark hill to Gstt and PRUH.	Not bad, maybe a taxi tank for those with mobility issues.
Electric bike charging facilities.	only problem is lack of any defined road crossing from Caldecot Road bus stop, across Colharbour Lane	The new secure bike racks are great.
Provide a bike and scooter 'pool' for staff to use on an ad-hoc basis. E.g. you get the train in but fancy cycling home in the afternoon.	Speaking about Kings, 'the Denmark Hill site', it is very well served by buses and trains nearby, and I think Outpatient appointment letters should include an information sheet with helpful hints on how to get there by public transport.	

3. Surveys - Summary

With regards to the PRUH, users suggested improved public transport links, including a park and ride facility.

Table 3.3 The PRUH Feedback

The PRUH		
Day nursery on site to reduce travel.	More parking space.	Perhaps a park and ride facility.
Signs to bus stops/bus numbers on site secure cycle parking / help purchasing a bike & helmet	Improved public transport links to the PRUH would help to reduce reliance on the car. Unfortunately, this is the only practical means of transport due to poor transport links.	I have limited direct train access from Bromley South Station to my local station which by 6pm is further reduced. The buses from the hospital are consistently unpredictable so was always anxious whether or not I would be able to make my train on time. Waiting anything up to 30 mins for a bus can cause another 30 min wait for a train. This means that car driving is a more convenient and reliable mode of transport.
Buses running all through the night.	Within the hospital grounds; please improve pedestrian routes round the front car park; increase cycle parking provision; add live bus departure boards to bus stops and PRUH reception area. Outside the hospital (Bromley council/Highways Agency); proper cycle lanes on A21; consider traffic lights at PRUH entrance; pedestrian crossing on Crofton Road by Starts Hill; upgrade the Farnborough Park footpath through to Bromley Common to allow cyclists to use it safely with pedestrians.	Free parking for electric vehicles.
There are good options for not parking on site.		

4. Progress to date

King's Approach

Awareness & Promotion


- Raising the visibility of sustainable transport methods and route information.
- Continue to promote sustainable travel through ongoing initiatives and campaigns.
- Influencing behavioural change to increase sustainable transport.

Facilities & Services

- Continue to improve own services and facilities to encourage sustainable transport to our staff, patients and visitors.




Cycle parking has been improved across the Trust, with signage, repair stands and extra spaces at some of the sites



Reduced the limit of the salary sacrifice scheme to offer 75g/km CO₂ cars only from the previous 130g/km

Monitoring and review
Alongside an annual review of our performance and carbon emissions the Trust reports on the number of cycling and electric charging facilities quarterly.



Awareness and promotion
King's promotes sustainable travel through the website, staff intranet and awareness days such as cycle to work day.

Baseline modal split targets have now been established across King's



Site accessibility plans have been prepared for walking and cycling catchment areas of the PRUH, KCH and Orpington



5. Action Plan

The action plan within each TP has been prepared to help ensure that the TPs are being progressed and targets are being met. Many of the actions lie with the TPC with support from King's and NHS management. Note that where the responsibility lies with the TPC, this also relies on input from other staff.

In order for the TPs to be successful, and achieve its aims and targets, the action plan must be flexible and develop over time. Sufficient budget needs to be allocated in order for the responsible person / team to carry out the task.

The action plan is grouped into travel modes but set out in no particular order of priority. The actions laid out within the reports will be subject to review by the TPC each year. Progress to date will be assessed and a report shall be produced. This report will then be shared to the local planning authority as well as the Green Champions Network as well as the online staff portal to update staff on progress made.

Overarching delivery and governance	Overarching TP actions related to the review, coordination and delivery of sustainable travel and communications.
Walking	We aim to encourage staff and visitors within the local catchment of Denmark Hill Hospital to walk to minimise congestion and their contribution to local air pollution.
Cycling	A number of site users currently travel by bicycle but through improvements to facilities, local infrastructure and incentives, the travel plan aspires to switch vehicle users to this low carbon alternative. Road safety and accessibility will continue to be a priority within our cycling initiatives.
Public Transport	Where active travel (walking and cycling) is not preferable due to distance, mobility or safety, public transport is another low carbon alternative that is available across the Trust. Actions to further encourage public transport as a viable alternative to single vehicle car use.
Car Sharing	For those who are required to drive to site, car sharing should be encouraged to reduce the overall number of single-use vehicles travelling to site.
Other Vehicle Use	A variety of additional measures should be undertaken to meet local, governmental and NHS policy requirements, including alternative travel to domestic flights.

Figures

Appendices

