NHS National Services Scotland: Sustainable Travel Action Plan

Report
NHS National Services Scotland: Sustainable Travel Action Plan

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1 Introduction

1.1 JMP Consultants Ltd (JMP) has been commissioned by NHS National Services Scotland (NSS) to assist with the development of a Sustainable Travel Action Plan (STAP). The STAP will form one of a suite of action plans intended to deliver the objectives of NSS’s emerging Sustainable Development Strategy.

1.2 We have agreed with NSS that the STAP will aim to deliver four key objectives of:

- Reducing the financial costs to NHS NSS of business travel;
- Reducing carbon emissions from travel and demonstrate leadership to other organisations on reducing emissions;
- Improving business efficiency; and
- Providing benefits to staff, including reduced accident risk and more efficient work practices.

1.3 The STAP will consider staff commute travel (to and from work), business travel (during the course of work) and logistics issues. The STAP is intended to be relevant to all NSS staff and visitors, irrespective of their duties and their base location. Therefore, a highly prescriptive action plan is not considered appropriate. Rather, the STAP will retain sufficient flexibility to accommodate variations in working practices across the organisation.

1.4 The core objectives above are supported by a set of underlying principles (such as the development of a sustainable travel hierarchy) that will guide behaviour towards the achievement of those objectives. The full scope of the STAP is provided in Appendix A.

1.5 A short-life Working Group has been established to guide the development of the plan ready for implementation. The group contains representation from staff from a wide range of NSS divisions and locations, each with a responsibility for travel decision-making within NSS. The group’s responsibilities are detailed in Appendix B.

1.6 Following this introductory chapter, the STAP document has been structured as follows:

- Chapter 2 considers why the promotion of sustainable travel is important for NSS as an organisation;
- Chapter 3 describes the key principles of how to manage organisational travel effectively;
- Chapter 4 summarises what NSS is already doing to promote sustainable travel, through its policies and initiatives; and outlines how the STAP will provide further benefits for staff;
- Chapter 5 presents available information on how NSS staff currently travel;
- Chapter 6 provides a summary of the existing situation with respect to the management of travel within NSS, presented as a matrix of strengths, weaknesses, opportunities and constraints;
- Chapter 7 describes the key objectives of the STAP;
- Chapter 8 contains the recommended action plan covering business and commute travel, fleet and logistics issues; and
- Chapter 9 details the anticipated benefits of STAP delivery, along with suggested KPIs for measuring change.
1.7 We have included the following appendices:

- Appendix A contains the agreed scope of the STAP;
- Appendix B contains the Working Group Terms of Reference;
- Appendix C provides information on access to NSS sites by a range of transport modes;
- Appendix D presents available data on business travel spend by mode and NSS division; and
- Appendix E presents the findings from our review of external and NSS policies.
2 Why promoting sustainable travel is important for NSS

Introduction

2.1 Travel is rarely an outcome in itself, but is an enabler of other activities. It is a core part of doing business and face-to-face communication can often be the best way to build effective working relationships. Many NSS staff travel during the course of their duties and all travel to and from work, while the NSS influences many transport issues for freight. This travel impacts on NSS’s finances and wider corporate objectives, as well as imposing a financial and time cost on staff.

2.2 Managing travel in a more structured way can lead to a range of savings and benefits for employers and employees. In this section, we introduce the primary effects that travel has, in order to inform of the outcomes that the STAP should be seeking to manage. We also provide evidence from other organisations where changes to policy, practice and culture have generated significant benefits.

Business Travel

2.3 Business travel can be defined as travel that is undertaken by an employee during the course of their working day, either to fulfil the operational requirements of their role (for example if they perform a driving function), or for non-operational needs (for example travelling to meetings).

2.4 Any organisation that manages business travel should acknowledge the ‘Four Cs’ shown in Figure 2.1 and described in turn below.

Figure 2.1 The Four Cs

<table>
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<th>The Effects of Business Travel</th>
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<td><strong>Cost Control</strong></td>
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<td><strong>Duty of Care</strong></td>
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Cost Control

2.5 The costs of business travel are substantial for many employers. It is generally regarded as the second greatest area of controllable expenditure after payroll.

2.6 On the principle that ‘you can’t manage what you don’t measure’, only by recording what travel is undertaken and the costs that are incurred is it possible to identify opportunities to make savings while fully meeting business needs.

2.7 However, the financial cost of business travel is greater than the price of a ticket, fuel costs or mileage payments. To fully understand the cost of business travel, organisations must calculate the expenditure associated with the procurement, management and payment processes associated with managing business travel. This is also known as the Total Cost of Ownership (TCO).

2.8 To determine the TCO, organisations need to consider the “pre-travel”, travel and expense, and “post-travel” costs. For example:

- pre-travel expenditure will include costs (financial and staff time) associated with booking tickets, administration, and contract management/supplier fees;
- travel and expense costs include costs associated with mode of travel that is used, whether it be the cost of a rail or air ticket, or purchase, lease or hire costs for a vehicle. It will also include expenses incurred on the business trip such as hotel expenditure and subsistence payments; and
- post-travel expenditure will include costs (again financial and staff time) associated with travel management and reporting, and the payment of invoices and expense claims.

The Institute of Travel and Meetings (ITM) has estimated that the average cost to an organisation in terms of staff time, payment and opportunity costs of a single expense claim is at least £30. Similarly, the Office of Government Commerce research indicates that a single paper based invoice costs an average of £28 to process.

2.9 Moves which reduce the number of journeys made help realise savings from these aspects as well as from the costs of the journeys themselves. Furthermore, use of Travel Management Companies (TMCs) and contracts (such as for hire cars and taxi journeys) can significantly reduce the number of invoices processed when compared with staff making their own bookings, and so generate financial savings.

2.10 The TCO however, only considers the costs and not the wider impacts and benefits that a business travel programme can deliver to an organisation. Alone, therefore, it is not always a suitable way to measure performance and achieve policy objectives.

2.11 The Total Value of Operations (TVO), which considers more than just the financial impacts and benefits of an activity, can be used alongside the TCO. Criteria that could be considered in the TVO could include pay and reward, corporate reputation, staff wellbeing, recruitment and retention, sustainability and carbon management.

2.12 When employers analyse travel costs, they also frequently fail to incorporate the productivity impacts. Few staff can be as productive whilst travelling as when at their base (though, of course, it is essential for many staff to travel in order to undertake their duties). Furthermore, some forms of transport enable staff to be more productive than others; some staff can be very productive whilst travelling by train, for example, though few can whilst driving.
Carbon

2.13 Research\(^1\) shows that travel accounts for around one quarter (24\%) of all NHSScotland emissions (with buildings making up 23\% and procurement contributing just over half of all carbon emissions). Around two thirds of all travel-related emissions arise from patient and visitor journeys to and from NHSScotland facilities. The remainder is split nearly equally between staff commuting and NHSScotland business travel (which includes CO\(_2\) emissions associated with NHSScotland’s transport fleet e.g. ambulances, but not the movement of goods to or between NHS facilities).

2.14 The Climate Change (Scotland) Act 2009 places duties on public bodies like the NHS to help the Scottish Government meet its ambitious climate change targets. All of NHSScotland’s fourteen territorial Boards and eight special Boards (including NSS) are considered to be ‘major players’ with respect to the public body climate change duties, owing to their large estate and staff numbers.

2.15 Corporately, potential impacts are broken down into the following categories: business planning, staff management, estate management and procurement. There is a clear recognition within each of these categories that actions can be taken to reduce climate change emissions derived from work-related travel (including business and/or commuter travel).

2.16 NHSScotland has produced ‘A Sustainable Development Strategy for NHSScotland 2012’, which, together with the ‘Policy on Sustainable Development for NHSScotland 2012’, sets out how it will respond to helping meet climate change targets. Action required by NSS will also be directly linked to the outcomes achieved through the Good Corporate Citizen Assessment Model (GCCAM), which includes transport and travel.

\[
\text{Through their participation in the WWF One in Five scheme (which challenges UK organisations to reduce their flights by 20\%), the Scottish Environmental Protection Agency (SEPA), has reduced its carbon footprint by more than 90 tonnes in avoided flights alone. This has been achieved through measures including replacing air travel with rail on particular travel routes and using tele-conferencing. Flights are now included in corporate carbon reporting.}
\]

2.17 It is also recognised that public bodies have the capacity and the remit to influence the travel behaviour of people apart from their staff. Whilst outwith the scope of this review, NSS has the potential to indirectly affect the travel decisions of many people, particularly other visitors to their sites.

2.18 Carbon savings associated with business travel can be realised by reducing the need to, and the frequency of, travel, and ensuring that the most environmentally efficient option appropriate to business need is used when travel is required. The information routinely collected as part of a sustainable business travel strategy can assist environmental reporting requirements.

(Duty of) Care

2.19 Organisations have a duty of care towards their employees, as well as other individuals that their employees may come into contact with during the course of undertaking their duties. Business travel is potentially one of the greatest health and safety risks that an organisation or its employees are exposed to; for many NSS staff, travelling is the riskiest activity they undertake whilst working.

\(^1\) Carbon Footprint of NHSScotland 2004, NHSScotland 2009
2.20 An employer’s responsibilities are outlined in various pieces of legislation, but the most relevant to business travel are the Health and Safety at Work Act 1974, Management of Health and Safety at Work Regulations 1999 and the Corporate Manslaughter and Corporate Homicide Act 2007.

2.21 Under the Corporate Manslaughter and Homicide Act, businesses could be fined up to 10% of revenue or ordered to take out publicity orders in the national press in the event that their actions result in the death of an employee, or another individual with whom an employee has come into contact whilst at work. There are therefore clear reputational risks if an organisation is seen to be risking the health and wellbeing of its employees and others.

Up to one in three road crashes involves a vehicle being driven for work. Every week, around 200 road deaths and serious injuries involve someone at work. Nearly all of these deaths and injuries are preventable.

2.22 Duty of care should not be seen as simply an administrative function. It is an opportunity to promote compliance with travel policy and contracts which, in turn, improves management information, procurement and efficiency of business travel programmes. A clear understanding of the drivers of travel demand, and the need for travel, will enable procurement teams to effectively and efficiently source the appropriate travel and communications solutions.

2.23 A travel policy that is designed to protect and minimise risks to employees can also be more effectively communicated to staff. A policy that focuses solely on cost control or compliance is less likely to engage business travellers, as it may be perceived by employees as simply a “cost cutting” drive.

Compliance

2.24 Many organisations have a variety of policies and procedures in place that govern or affect business travel. Many of these will find that not all business travel decisions are made fully in accordance with these policies. There are two measures of compliance; to travel policy and to travel contracts.

2.25 Non compliance with travel policy and/or contracts leads to incomplete and limited management information which in turn limits an organisation’s understanding of financial spend, and so its ability to manage, business travel patterns. A lack of compliance can also increase travel and associated administration expenditure. Duty of care risks are also likely to increase when policies are not complied with.

The Department for Work and Pensions (DWP) has around 6,000 regular travellers travelling an average of 100 million miles per year. To reduce financial spend on business travel, the department implemented a major campaign to strengthen compliance with policy. A new travel policy was introduced which outlined the importance of travel avoidance, value for money, pre-trip approval and mandated the use of DWP travel contracts.

First class rail contributed to 40% of travel spend; this was prohibited on journeys of less than two hours and restricted at other times. This was a huge cultural change as certain grade employees were entitled to such travel. First class travel pre-trip approval was also introduced. Within one month, first class travel had reduced to 2%.
DWP has mandated the use of thetrainline.com to book rail travel. Compliance increased from 24% of staff (when not mandatory) to between 96 and 98% of staff within one month. Average ticket price on rail has fallen by 45%, through reduction in first class fares, increased use of advance booking, restricted tickets and off-peak fares.

Commute Travel

2.26 Whilst business travel can be directly controlled by an organisation, how staff choose to travel to work cannot. Despite this, an employer has a good opportunity to influence how employees commute to work, through the provision of infrastructure, information and support to enable staff to choose more sustainable or healthier ways to travel.

2.27 Evidence shows that even the most basic travel plans can achieve 3-5% reductions in the numbers of employees travelling to work alone by car. Typical savings can be in the region of 15 – 35% depending on the scale and nature of measures introduced.

2.28 The experience from twenty UK organisations over recent years (including hospitals, local authorities and major companies) that have brought about a change in staff commute travel patterns, have shown an average reduction of at least 18% in the proportion of commuter journeys being made as a car driver\(^2\).

2.29 There are a wide variety of effects arising from commute travel; employers promoting active and sustainable forms of transport for staff can create many benefits, as discussed below.

Improved journeys for staff

2.30 Travelling to and from work forms a large part of many staff members’ days, as well as a significant cause of cost and stress for many. Promoting public transport, walking and cycling can help some staff reduce their travel costs and improve their health and wellbeing while they travel, as well as enabling some to make more (personally) productive use of their travel time.

GlaxoSmithKline has a scheme that makes employees who cycle to work to feel valued, through financial rewards. Each car parking space at its HQ site costs GSK £2000 a year, so the company realised it was good value to reward cyclists financially.

Cyclists are registered on a ‘bike miles’ scheme and collect a sticker from security staff each day they arrive by bike. These are worth £1 per day and are collected in a book which can be redeemed for vouchers to pay for equipment or new bikes from reputable dealers. After filling the first £260 book, equivalent to a year’s cycling, cyclists progress to a gold and then platinum book which comes with a special card bringing added benefits.

At one site, GSK has 130 staff who cycle to work each day (5% of staff trips to work) and over 300 registered cyclists.

Improved site amenity

2.31 Encouraging sustainable travel choices can reduce the number of single occupancy vehicles entering a site and significantly reduce on- and off-site parking and traffic congestion issues. This will help to improve the accessibility and amenity of a site, making it a more attractive and safe location for visitors, staff and other users.

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\(^2\) Making travel plans work: lessons from UK case studies, Department for Transport, 2008
At its HQ campus at Gogarburn, RBS provides only one parking space for every 2.7 staff, despite being on the edge of Edinburgh. Permit applications are assessed annually against the following scoring criteria:

- Personal mobility difficulties
- Lack of convenient access to public transport
- Care commitments
- Early or late contracted working hours
- Business need for a vehicle
- Active participation in car sharing or space sharing.

Points are additive, with staff receiving the highest score against the criteria receiving a permit.

Staff recruitment and retention

2.32 Aiding access to sites help widen the potential pool of staff that feel they can commute to a given location, so aiding recruitment and retention. This occurs not only through availability of car parking, but also improved access (or perceptions of access) by active and public transport modes, which can significantly increase attractiveness of journeys by members of some socio-demographic groups.

2.33 Promoting flexible working practices to reduce the demand for travel can significantly reduce staff absenteeism rates, which are often as a result to domestic or caring responsibilities. Changes in domestic circumstances, or routine health appointments are more likely to be facilitated by flexible workers without the loss of an entire working day.

Through a company-wide culture of flexible, home and mobile working practices, BT has been able to enhance staff retention and productivity rates. Flexible working has reduced absenteeism to 3.1% compared with a national average of 8.5%, whilst 97% of women return to work after maternity leave against a national average of 40%. Staff that sometimes work from home report greater job satisfaction than those that are only office-based.

Increased standing amongst the community

2.34 A focus on accessibility and sustainable travel has the potential to bring significant positive attention to a site and improve standing with the local authority and the local community. It can help to overcome ‘bad neighbour’ issues where the visible impacts of travel demand to a site can affect local residents and neighbouring businesses.

Making the case for infrastructure improvements

2.35 Walking and cycling routes should form a coherent network that link origins to key trip generators. Perceptions of the quality and availability of routes are important, particularly in attracting new users. A focus on commute travel can help to generate a more persuasive case to justify expenditure by the local authority and transport providers regarding improvements to local sustainable travel infrastructure that will benefit NSS staff as well as the wider community.

To increase the public transport access zone for Gogarburn, RBS has negotiated and where necessary subsidised public service improvements, thereby increasing the proportion of staff with a direct bus route from 12% to 31%.
Improved road safety

2.36 Reducing the number of single occupancy vehicles entering an area can lower the risk of accidents on and near the site by increasing the awareness and care taken by those accessing the site and by improving its amenity for pedestrians and cyclists.

Environmental performance

2.37 Travel, other than by cycle or on foot, contributes towards a worsening in air quality, noise pollution and increase in carbon emissions. Encouraging the use of sustainable modes of transport and flexible working practices to reduce travel to work has a positive bearing on the overall environmental impact of an organisation, particularly for a major player in the climate change agenda like NSS.

Fleet and Logistics

2.38 NSS’s fleet and logistics operations form an important contribution to the work of NHSScotland. Particularly through National Procurement and the Scottish National Blood Transfusion Service, NSS moves or controls movement of a large volume of equipment, supplies and medically-critical products.

2.39 The impacts of these movements are numerous and, in cases, widespread. The nature of the products to be moved, and the locations of their origins and destinations, necessitate and will continue to necessitate the vast majority of movements to be made by road. The cost of haulage places a direct financial burden on NHSScotland, but this of course cannot be isolated from the wider supply chain; NHSScotland needs to procure according to best value principles, within which cost and carbon emissions from transport are important factors but cannot necessarily override purchase cost and quality considerations.

2.40 Haulage operations affect the operations of the health boards to which goods or supplies are being taken. Facilities and staff must be available to receive and store them, and deliveries and collections must be made in ways that support, and are supported by, the requirements of the receiving organisation. Logistics systems must be designed to be convenient for the end customer, prioritised towards meeting patients’ clinical needs.

2.41 Movement of road vehicles also has environment effects; globally (through carbon emissions) as well communities near their routes (affected by congestion, noise and air pollution). NSS operations, particularly of heavy vehicles, need to be sensitive to such issues, especially where issues of good neighbourliness are important.
3 Managing Travel Effectively

3.1 Reducing financial expenditure, mitigating and managing duty of care risks and reducing carbon emissions from business travel and logistics are common drivers for action for organisations. Alongside these, improved focus on commute travel can also reduce emissions, improve operational efficiency at some sites and provide a variety of benefits to staff. In this section, we set out the key fundamental principles to managing business travel successfully.

Understanding the existing situation

3.2 Good data collection and monitoring is at the heart of effective management of travel. Organisations can only manage what they understand. Without good quality, up-to-date management information, it will be very difficult to identify why, how, when and where staff are currently travelling, or which teams or individuals are travelling the most.

3.3 Developing a baseline will result in better understanding of the full extent of existing costs and carbon emissions generated from travel. This will help decide where action is required, to quantify the realistic level of reductions possible and to understand what successes have been achieved through changes that have been implemented.

3.4 By measuring and understanding the demand for and use of travel, an overall strategy can be developed that supports wider corporate objectives and policy aims. However, as travel cuts across a number of business areas including procurement, finance and human resources, this can lead to a fragmentation of management information or, potentially, to a situation in which gaps in the availability of crucial management information occur.

“A well-designed travel policy and compliance are the cornerstone of an effectively managed travel program. Together, they can lead to savings of on average 20 percent of total travel spend.”

Leadership and ownership

3.5 Managing travel effectively relies on clear lines of ownership if performance is to be benchmarked and assessed, and compliance to be managed. A travel programme should be led by senior management with the ability to commit budget and allocate work cross-departmentally. They will require enthusiasm and drive to ensure that each department plays its part in adopting the principles of sustainable business travel. Their role will include:

- Publicly endorsing and promoting the business travel programme as a key corporate objective;
- Consultation with senior managers and budget holders; and
- Setting an example to other staff on how to adhere to the principles set out in policy.

The Environment Agency has established ownership and support for sustainable travel policy and practice at each level of the organisation from directors to employees.

Chief Executive – Supports reduction in business mileage and promotes use of public transport.

Directors – Directors of HR and Operations have signed-off the casual car user policy and internal communications are issued directly by them.

Managers – Balanced scorecard methodology incorporates performance indicators linked to business mileage levels. This means that regional managers report specifically on miles travelled.

3 Effective Travel Management. Eight key levers to optimize a travel program A CWT White Paper. CWT Travel Management Institute, 2008
within their regions. Regions, areas, teams, and in some cases individuals, have personal mileage reduction targets.

Employees – Employees and their line managers are required to use the Environment Agency’s travel hierarchy.

Effective communication

3.6 Employees are an organisation’s greatest resource. Strong travel policies and procedures help to ensure that staff feel valued, feel they are treated fairly and have trust in the organisation and its management. Environmentally-sound travel policies also enable individuals to perform their roles in a manner consistent with their personal values and ethics.

3.7 Without effective promotion and encouragement of travel measures, or of how compliance will be monitored, success will be limited. Sensitive-conducted communication of changes to policies, procedures and practices is therefore critical to ensuring that staff feel bought in to the process, and fully understand what changes might affect them.

In implementing changes to its business travel policy, the DWP implemented a major communications programme to engage with staff.

“Work began with top down communication, creating a forum of representatives from each of the fifteen different parts of the business (including Jobcentre Plus, the Pensions, Disability & Carers Service and other agencies), and including the finance community.

It was a massive communications project over three months, all on our intranet, plus messages on our booking tool, booker network and by email communications.

Messages were going out before we launched it saying, ‘Be prepared’. The message linked policy changes to the importance of business travel’s contribution to a wider cost avoidance strategy. As the project progressed, robust management information helped maintain the momentum of change”.

Developing a business travel policy

3.8 Given the potential issues with gathering data on business travel, it is often preferable to have an integrated business travel policy and a coherent corporate approach to gathering and using management information. The availability of high quality management information is a pre-requisite of success if staff behaviour is to be changed. If a business travel policy and procedures are based on incomplete or inaccurate data there is a risk of unintended consequences.

3.9 It is recommended that a business travel policy should make clear the organisation’s commitment to the principles of sustainable travel; should set out appropriate guidance and procedures to direct staff, and to clarify how compliance will be monitored. To be truly effective, a sustainable travel policy needs to be developed in conjunction with a wide range of other activities as part of an overall programme to change staff behaviour.

HMRC has implemented new sustainable travel guidance, which includes a business travel hierarchy and promotes alternative ways of meeting and communicating. Video conferencing facilities have been significantly enhanced to support staff to make a change. Internal targets have been set to reduce air and road travel; this is monitored monthly and reported to HMRC’s Performance Committee, with senior managers challenged on their performance.
HMRC have achieved a 39% reduction in carbon emissions from road travel and a 32% reduction in mileage over four years (to 2010/11). Grey fleet mileage has been reduced by 43%.

**Adopting a business travel hierarchy**

3.10 The adverse impacts of business travel can often be most effectively mitigated if staff adhere to a business travel hierarchy. The hierarchy can and should also inform the development of a business travel policy.

3.11 This is usually presented with the most efficient cost and carbon option (not travelling) presented first. If this option is not appropriate, staff should consider the next tier of the hierarchy and so on.

3.12 An ideal hierarchy will be based on the CO₂ emissions for different modes. DEFRA’s guidelines on greenhouse gas conversion factors provide an indicative range of CO₂ emissions per passenger km travelled. This is reproduced in Figure 3.1.

**Figure 3.1 Range of CO₂ emissions for different modes of transport (DEFRA)**

![Range of CO₂ emissions for different modes of transport (DEFRA)](image)

3.13 However, no one hierarchy can be applicable to all business travel decisions; a long international journey might clearly require air travel; a journey carrying a large amount of equipment typically renders public transport options unfeasible. Travel decisions will need to consider a range of factors: cost, carbon and convenience of the traveller (as depicted in Figure 3.2).
3.14 In some cases, these three factors work together: in other cases there is tension between them. For example, travelling by train rather than by air can reduce the carbon footprint of a journey and be more productive for the traveller. However train travel can be more expensive than budget or economy domestic flights, so an increase in train travel could impact on travel budgets. Similarly, for shorter distances a door-to-door train journey can be quicker than the equivalent by air but for greater distances, or where connections are less good, the train could take considerably longer.

3.15 However, it is possible to provide some general advice when considering the use of a travel hierarchy.

3.16 When travel by car is appropriate then, in general, pool, lease or hire cars will have lower emissions per km travelled than grey fleet (as grey fleet vehicles tend to be older and less well maintained). Employers additionally find it much easier to cap emissions per km on the vehicles that they directly control (including, through policy, hire cars) than for grey fleet.

3.17 For longer journeys, a travel hierarchy will typically favour hire, lease or pool cars. For short journeys where a car is essential, however, the time costs of booking and collecting a pool or hire car may outweigh the emissions benefits and so use of grey fleet may be appropriate.

3.18 For any essential car journey, driver behaviour will have a significant impact on emissions. Driver training is demonstrated to lead to significant reductions in fuel costs and carbon emissions in almost all cases. Additionally, there is a proven link that more economical driving reduces the likelihood of road crashes.

3.19 Active travel modes can be promoted for short journeys. These are not only no/low cost and emissions, but staff health and wellbeing benefits can arise.

3.20 In the action plan that forms part of this report, we provide a suggested business travel hierarchy for NSS staff. The hierarchal structure, if clearly communicated, can be a useful aid to decisions and increase compliance with policy.

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4 ‘Grey fleet’ describes the use by staff of their own vehicles for business travel purposes.
The Environment Agency (EA) has a business travel hierarchy policy stating that employees should only make a business journey if it is absolutely necessary to carry out their duties. Car travel should be considered as a last resort if public transport, walking and cycling are not feasible.

The agency has established EA carshare which aims to reduce the number of single occupancy business journeys undertaken each year. Any commuting miles saved along the way is an extra bonus. The scheme is funded from the organisation’s internal carbon reduction programme. The scheme monitors shared business miles and provides local data on performance for managers to monitor how well the agency is doing against its stringent mileage targets.

The system aims to make car sharing simple for employees. Having a standard system across the EA gives all staff the opportunity to car share regardless of their office location or which department they are in. When car sharing, both the driver and the passenger(s) can claim mileage reimbursement at agreed rates.

To promote the scheme to employees, a project communications plan was launched that included a competition to name the car share site, a briefing note to managers, an item on the front page of the EA’s intranet and emails with a link to the new car share site.
4 What NSS is doing to promote sustainable travel

Introduction

4.1 In this section, we summarise information available to us about NSS as an organisation and its policies and initiatives relevant to the promotion of sustainable travel. We then summarise how the STAP will provide further benefits to NSS staff.

4.2 The information provided here has been taken from documentary evidence provided by NSS, from discussions during short-life Working Group meetings, as well as from information provided to us by some staff outwith those meetings.

Policy context

4.3 To inform STAP development, we have undertaken a review of the external policy drivers exerting influence on NSS to address business and commute travel issues, as well as relevant internal NSS policies that can potentially impact on travel decisions.

4.4 In Appendix E, we provide a detailed commentary on the policies, and where appropriate, on their strengths and weaknesses in relation to promotion of sustainable travel along with any recommendations for policy changes that would be beneficial.

4.5 It is evident that there are a wide range of external policies in place that support the greater promotion of sustainable travel within NSS; its commitments as a large public sector organisation means that the drivers for change are focussed on efficiency (and cost) savings, and carbon reduction.

4.6 The overarching policy driving the development of the STAP is ‘A Policy on Sustainable Development for NHSScotland 2012’. This is supported by a Strategy for Sustainable Development which sets the framework for implementation. Travel is a core component of the strategy and sets out a number of objectives for influencing more sustainable travel choices.

4.7 NSS is required to prepare a Sustainable Development Action Plan (SDAP) that details how they will meet each of the elements of the policy. This STAP will feed directly into the SDAP by setting out a number of specific actions for how NSS will meet the travel-related objectives.

4.8 In summary, from our review of the policies made available, there is evidence of much good practice and a commitment by NSS to develop and enhance the management of business travel. Furthermore, there are a number of existing NSS policies and processes in place that seek to protect and enhance staff health and wellbeing, and which guide staff travel decision-making processes; these will directly support, and be supported by, the STAP.

4.9 The core building blocks of a business travel programme are already in place, but they need to be drawn together, revised and then managed in a more structured and consistent manner.

4.10 Of particular importance is that NSS does not presently have an overarching business travel policy that explicitly sets out to achieve corporate objectives relating to the cost, carbon impacts and duty of care obligations associated with the travel category. Rather, NSS has a set of stand-alone policies that tend to establish rules and provide guidance.

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5 These include Health, Safety and Wellbeing Policy, Values and Behaviours, Staff Governance, Work/Life Balance etc
4.11 This dispersal of policies need not in itself be a problem, but can pose challenges in terms of consistency between documents and when ensuring staff are fully aware of (and compliant with) policy. Within the range of guidance documents that we have reviewed, there are some welcome practices that encourage efficient, low carbon travel choices and which help to support the objectives of the STAP.

Sustainable travel initiatives

4.12 It is evident that there are a number of initiatives in place within NSS to promote more sustainable business and commute travel patterns. We summarise these below, and provide examples of what other organisations are doing to achieve similar objectives.

Business travel

- NSS has implemented hosted desktop services across the organisation, enabling staff to log in to their own system regardless of where they are located; initial trials have proved successful, particularly for enabling hot-desking at Meridian Court.
- Counter Fraud Services are piloting the use of video conferencing on their laptops. It is IMT policy for all new laptops to have video-conferencing capability installed.
- Some hot-desking facilities are provided at NSS sites; staff are encouraged to arrange their working day around the site that they are visiting and to make use of facilities available there.
- There is a ‘How to get to’ guide for Meridian Court that sets out information on travel options, in accordance with a mode hierarchy; this provides a useful template for use at other NSS sites.
- There is some car sharing taking place within teams, although not on a wider scale outside of teams.
- Staff are encouraged to travel directly from home when attending morning meetings.
- Some departments are able to print train tickets in advance of travel which is welcomed in terms of improving ease of travel.
- When attending conferences, some staff have to justify how they will travel there.
- There is some challenging of expense claims in terms of whether staff needed to travel.
- Changes to lease car policy will mean that staff will have to justify that they have a true business need for requiring a lease car.
- There is an existing Travel Management Company (TMC) contract in place with Expotel, although its use is encouraged rather than mandatory.

NHS Derbyshire Community Health Services NHS Trust – Teleconferencing

The Trust employs more than 5,000 staff. As the Trust covers a large area, including the Dales, staff have to travel long distances when visiting patients in their home as well as regular meetings in different parts of the organisation. Collectively they travel around five million miles a year.

The Trust is using BT MeetMe for telephone conference calls to reduce both time and costs associated with travelling to meetings. During the first year, staff organised 1,200 teleconference calls with 4,700 people taking part. The Trust calculated that this saved more than 3,000 hours of staff travel time and 20 tonnes of carbon. It also saved the Trust more than £100,000.
Commute travel

- NSS participates in the Cycle to Work scheme; a national tax exemption scheme for bicycles. It was introduced by the Finance Act 1999 and offers eligible staff the opportunity to hire a bicycle and accessories through salary sacrifice. Employees enter into a one year salary sacrifice scheme for 100% of the cost of the bicycle, however the hire period can exceed the repayment period, which HMRC defines as six years. Employers can offer the bicycle for sale at the end of the hire period. If the employee leaves or wishes to purchase the cycle before the six year hire period, the price they pay is dependent on the original purchase price. We do not have any information on how many NSS staff are currently signed up to the scheme.

- The majority of NSS sites have on-site facilities for cyclists (e.g. cycle racks, shower and changing facilities). Information on what is available at each site is shown in Table 1 in Appendix C.

- NSS offers an interest free loan scheme to staff to purchase season tickets for public transport (bus and rail). This enables staff to pay for the costs of an annual ticket with payments taken via their monthly salary. From information provided by HR, there are currently 77 members of staff signed up to the scheme. Furthermore, NSS has negotiated a discount of 8% on OneTicket season tickets for travel in Edinburgh and East Central Scotland.

- There could be an opportunity to link the STAP to the Healthy Working Lives initiative.

Halifax & Bank of Scotland - Promoting bus and rail offers to staff

Across West Yorkshire, Metro, the body responsible for bus and rail, provides HBOS staff with a 15% discount on season tickets. In return, HBOS markets the scheme to the 10,000 staff in the eight offices in the area, supported by interest free loans to staff.

Promotions are held three times a year at different sites, attended by the travel coordinator and two representatives from Metro who advise on bus and rail timetables. Staff sign up on the day or respond by email during the following three week sign-up period.

Each year, staff applications for Metrocards have risen substantially and monitoring of staff travel patterns has shown that bus and train journeys to work have shown a similar trend.

Fleet and logistics

- SNBTS\(^6\) currently incurs around 1.15 million miles per year on average on logistics; there is an objective to reduce this amount by gaining a better understanding of what the factors are leading to unscheduled journeys being made.

- Work undertaken by National Procurement (NP) on recent changes to scheduling of hospital delivery services has saved around 230k miles per year. This has been driven purely by cost and has included changes to vehicle type, delivery times etc.

- There is significant potential to influence inward supply of goods and services; a recent example being the reduction in the number of weekly delivery schedules for office supplies, from daily to twice-weekly. Work is also currently ongoing to make improvements to courier services procured by NSS.

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\(^6\) Scottish National Blood Transfusion Service
**What NSS NP Logistics is doing**

NP Logistics has set a number of objectives for reducing the financial cost and carbon of logistics operations, and improving operational efficiency. Key objectives include:

- To reduce miles driven: by introducing double deck trailers;
- To reduce fleet size: by introducing triple shift prime movers;
- To improve miles per gallon: through a range of fleet management practices, such as monitoring fuel and driver behaviour;
- To reduce emissions through fleet design improvements, such as vehicles with lower brake horse power, Euro V engines;
- To reduce inbound miles, through consolidation of operations.

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**Feedback from short-life Working Group**

4.13 During the course of the Working Group discussions, a number of issues were raised by group members.

4.14 It was acknowledged that there are examples of good practice in promotion of low carbon travel already in place throughout NSS (albeit that practices are not always widely shared), and group members believe that staff will want to see positive outcomes from the STAP; there is a large amount of goodwill from staff to support the NHS.

4.15 There was recognition amongst the group that there are common policies which should be applied across all divisions, however there is a significant difference in how existing policies are interpreted/applied at a local level. Lack of awareness by staff appears to be a principal issue, particularly in relation to the existence and understanding of policies and initiatives (those relating to home working and remote working at other NSS offices were specifically mentioned).

4.16 Some policies are some years old (dating back to 2002 in one case); are distributed amongst different parts of the NSS intranet site (and cannot be accessed remotely either and not all staff have intranet access) which further compounds the issue of staff awareness (although it is noted that HR policies are located in one central place that is easily accessible).

4.17 During discussion, it was highlighted that the use of car parking at Gyle Square is not currently aligned to business need; staff arrive very early to obtain a parking space, with the car park reportedly full at around 07.00. Furthermore, there is very little office cover after 16.00 as many staff leave early (having arrived so early to get a parking space).

4.18 Not all group members were aware that NSS has an interest free loan scheme for staff to purchase public transport season tickets, and there was a lack of clarity on how this loan is accessed. There is also limited awareness of public transport information (timetables, fares and tickets) as well as existing initiatives that staff can link in to (example given that staff can travel for free on NHS Lothian inter-site shuttle bus).
North Lincolnshire and Goole Hospitals Foundation Trust

North Lincolnshire & Goole Hospitals Foundation Trust is spread across three sites. In 2005/06 staff mileage was around 1.5 million miles; a third of this travel was between trust sites. In September 2007 a hospital shuttle was set up to cater for this travel taking 13,283 staff bookings in the first year, saving the trust a total of £93,722. In the seven months between September 2007 and March 2008, the shuttle bus resulted in a reduction of grey fleet mileage by 200,000 miles (a 14% reduction in the financial year 2007/08).

4.19 Not all staff are aware of the processes for claiming expenses, and this is further compounded by the fact that some processes appear to be somewhat complex for staff; an example given was the turn-around time for expenses reimbursement which can be up to 60 days.

4.20 The issues reported above appear to be indicative of general communication weaknesses related to sustainable travel within NSS.

4.21 Technology has been cited as a major barrier to changing working practices that reduce the demand for travel. Feedback from IM&T is that much of the IT capability already exists to enable changes to working practices, however the onus is on individual divisions to identify relevant opportunities for implementing new systems.

4.22 According to some group members, staff are overwhelmed by the range of IT-related initiatives. User awareness and understanding of tele- and video-conferencing facilities can be poor and there have are some practical issues with quality of video conferencing facilities and equipment that make their use problematic.

4.23 Reported availability of meeting rooms in certain locations (such as Gyle Square) makes communication with colleagues using tele- and video-conferencing elsewhere challenging to arrange. For those that do communicate remotely with other staff, it was recommended that NSS needs a better file-sharing system to enable staff that are tele- and video-conferencing to be able to view files at the same time as their colleagues. It is also understood that there is a lack of IT compatibility with other parts of the NHS, external to NSS.

4.24 It should be noted, however, that JMP’s experience of working with other organisations shows that in some instances, these issues can be circumvented by changing staff expectations of using communication media to engage with colleagues. In particular, a recognition that from-desk teleconferencing is acceptable for much communication can avoid many technological constraints.

4.25 Duty of care issues were raised, particularly in relation to staff having appropriate motor insurance for business (and being aware that they require it) and that lone working risks also relate to travelling in remote locations (including procedures for breakdown assistance, driving on rural roads etc).

How the STAP will benefit NSS staff

4.26 The STAP will seek to build upon, and further enhance the work that NSS is currently undertaking to promote sustainable travel, by giving a greater focus and impetus for delivering change.

4.27 Through discussions with the Working Group, it is clear that providing benefits to staff is an integral component of the STAP; as a consequence, it forms one of the key objectives. NSS’s primary consideration they agreed is for the health, wellbeing and safety of staff when they are carrying out their duties.
There are many benefits to staff of promoting low carbon, low risk, healthy forms of travel, much of which has been reported in earlier sections. To summarise, it is anticipated that NSS staff will benefit from STAP implementation in the following key ways:

**Improved physical health and mental wellbeing**

Active travel is one of the easiest ways for individuals to get more physical activity into their daily lives, and the benefits on physical health and wellbeing are well documented. Employees that walk or cycle to work are commonly more productive during the working day, and the promotion of active travel modes during the course of the working day will provide NSS staff with an opportunity to contribute towards their daily recommended physical activity levels, as well as receiving fresh air and the chance to unwind.

**Reductions in travel costs**

For many NSS employees commuting by car, the cost of travelling to work can form a significant burden, particularly with ever-increasing fuel prices placing continued demands on household budgets. NSS can help its staff to reduce the cost of commuting to work, through the promotion of low or no cost forms of travel, as well as encouraging staff to work more flexibly to reduce the number of days that they are required to travel into the office.

NSS staff that require a lease car can benefit from an organisational policy that insist on fuel and carbon-efficient company vehicles. As company car tax is based on a vehicle's CO₂ emissions, the lower the emissions, the lower the individual's personal tax due to benefit in kind will be.

Minimising risks associated with car travel

As previously discussed, car travel will form the riskiest aspect of many employees’ employment. The promotion of sustainable modes such as bus and train for business travel journeys will significantly lower the risks associated with many journeys. Furthermore, the promotion of fuel efficient driving (which NSS offers to high mileage lease car drivers) has proven road safety benefits. However, enabling staff to avoid travelling can eliminate significant risks.

According to the Labour Force Survey, employees spend an average of 52.6 minutes commuting every day. By not travelling, or travelling outside of peak hours, workers save time otherwise wasted in congestion, as well as helping to reduce stress.

More productive use of time during working day and in personal time

Encouraging staff to use sustainable modes rather than driving creates additional time in which organisational business can be carried out, including preparing for meetings, making calls and reading reports thereby helping to find extra hours in the day. This can help staff to be more productive and help raise satisfaction and motivation levels by helping them feel more prepared, rather than ‘wasting’ time driving.

Business travel requirements can also dictate commute travel patterns, reducing choice and potentially increasing costs, for example, if an employee needs to purchase a car that they would otherwise not have. By minimising travel requirements during the working day, and encouraging more flexible working arrangements, an individual's quality of life can be improved, not least by giving them greater choice in how they travel to work.

Likewise, the use of active and sustainable modes for commute travel can help NSS staff to make better use of their personal time during the travel to work journey, which can be directed towards more enjoyable activities, such as reading a book, getting exercise etc.
Reduced stress

4.36 Travel by sustainable options can be less stressful compared with travelling by car in a number of ways. Driving can be a stressful experience, particularly if experiencing congestion, other road users or difficulty in finding a parking space etc. Not only that, but the fatigue that can be experienced by prolonged periods of driving can have a negative impact on mental wellbeing.

4.37 Active travel modes are proven to reduce stress; the endorphins released through activity have a positive effect on short-term mood and on wellbeing over the longer term.

‘A rigid nine-to-five work structure from a central location is wasteful in terms of time and resources, damaging in terms of the environmental impact, and harmful in how it increases stress levels. [Working more flexibly] is a win-win situation. Any costs will be outweighed by an increase in productivity, and the social benefits of an improved work/life balance for employees will be far-reaching.’ Brendan Barber, General Secretary of the TUC

Social benefits

4.38 Strong business travel policies and procedures help to ensure that staff feel valued, feel they are treated fairly with a positive work/life balance, and have trust in the organisation and its management. Measures that reduce the demand for commute and business travel can have positive social benefits for NSS staff, by helping them structure work commitments around personal or family commitments.
5 Travel and transport influenced by NSS

Introduction

5.1 NSS is a diverse organisation, and this leads to a complex travel situation, with staff travelling to/from a wide variety of locations and for a variety of purposes. Perhaps partly as a result, business and commute travel by NSS staff is currently poorly understood.

5.2 Little management data is collected or analysed; and because it is not well understood, travel is poorly managed. Comprehensive financial expenditure on travel by NSS staff is not currently collated.

5.3 This lack of management of travel places avoidable costs and risks on NSS. Lack of management of business travel increases financial costs for NSS. It also increases carbon emissions and health & safety risks. Failure to promote sustainable travel to/from work increases carbon emissions but also brings a host of other issues that can negatively impact on site and its staff and visitors.

About NSS

5.4 NSS supports the health of Scotland’s people through its work. It is organised into thirteen divisions, grouped according to Health Support or Business Support functions.

5.5 The divisions are highly diverse in their nature and this has significant impacts on the travel patterns of its staff. Some staff travel as a core part of their work (for example, those working with members of the public on health screening and blood donation services, or delivery drivers). Others travel regularly to meet other professionals, whilst a third group work entirely or almost entirely in one location and so very rarely need to travel for work.

5.6 From information provided by NSS in June 2012, there are approximately 3,600 members of staff. NSS staff work from at least ten main locations. Some are based at locations managed by other NHS bodies (notably in large acute hospitals).

5.7 Each site has differing levels of access by car, public transport, foot and cycle, and differing levels of parking provision. Sites range from large city-centre office blocks (e.g. Cadogan Court, Glasgow) to business parks with constrained parking (Gyle) and locations where public transport access is poor but parking is readily available (Livingston, Larkhall).

5.8 A summary of staff numbers and access by active and sustainable modes, by individual site, is provided in Table 1 of Appendix C. Like any large organisation, many NSS staff will see regular changes to their travel patterns as a result of relocation or changed business priorities. The STAP seeks to be relevant during and after such changes, and NSS should realise that any churn often presents a good opportunity to promote more sustainable travel choices.

Business travel spend

5.9 NSS staff can book and pay for business travel through a number of different sources:

- Through its TMC contract with Expotel for air, rail and hotel;
- Through reimbursement of staff travel expenses;
- Through travel booked via corporate credit card or a government procurement card;
• Through hire car and taxi contracts;
• Through pre-paid travel tickets for bus and rail.

5.10 NSS have provided data on financial spend for the 2011/12 financial year, obtained through TMC booking data and from car mileage payments through the expenses system (note that figures have been rounded up or down to the nearest thousand).

Air, rail and accommodation

5.11 TMC data has been provided as an overall full year summary, by division, for air, rail and hotel. We have also received a month-by-month breakdown of air, rail and hotel spend for the year, by division.

5.12 From the full year summary provided by NSS, this suggests that in 2011/12, around £539,000 was spent on air and rail travel and accommodation booked through the TMC (a further £67,000 was claimed through the expenses system for air and rail travel and accommodation over the same period).

5.13 Please note however that there is a significant discrepancy in spend on booked travel and accommodation presented in the full year summary compared with the month-by-month breakdown for 2011/12, with the latter reporting a total spend of just under £463,000. This is around £76,000 less than the £539,000 reported in the full year summary.

5.14 In the month-by-month breakdown, there is almost no data for air and rail travel for February and March 2012. It would be surprising to find that almost no staff travelled during these months, therefore it is assumed that there is a dataset missing to explain the discrepancy. Furthermore, there are NSS divisions and departments for which costs are allocated within the monthly breakdown that are not presented in the full year summary. Clearly, such discrepancies in reporting undermine the ability of NSS to manage its costs.

5.15 The breakdown of air and rail travel spend (note not accommodation) by NSS division and mode of travel is provided in Table 2 in Appendix D. This shows that SNBTS incurred the highest costs in rail travel for the year of at least £36,000, followed by Information Services Division (ISD) of at least £35,000.

5.16 A similar pattern is followed for air travel, with SNBTS incurring costs of at least £58,000, followed by ISD of at least £20,000.

5.17 From the data provided, it is possible to estimate the total carbon emissions generated during 2011/12 from rail travel by estimating the number of miles travelled over one year. Using industry-standard figures, it is estimated that 1,300,000 km was travelled during 2011/12. Using Defra metrics for carbon emissions generated, it is estimated that rail generated around 71 tonnes of CO₂ during 2011/12.

5.18 Note that we hope to include an estimate of carbon emissions from air travel; we have asked NSS if the TMC can provide data to assist with this reporting.

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7 Data presented in Table 2 comes with the caveat that there is an unexplained discrepancy in the data, as reported in paragraph 5.13 and 5.14.
8 Recent figures suggest that regional rail journeys cost an average of 17 pence per mile and long distance rail journeys cost 22 pence per mile. We have averaged these two figures to give a cost of 19.5 pence per mile as it is assumed that there is a broadly equal split of regional and long distance journeys made by NSS staff.

5.19 Taking the full year summary data provided for 2011/12 (£539,000), comparison with the two previous financial years shows a significant reduction in travel and accommodation booked through the TMC over the past three years, particularly between 2009/10 and 2010/11 (a 37% reduction), as shown in Figure 5.1 below.

5.20 This highlights that NSS has made considerable progress towards reducing the financial and carbon burden associated with business travel. Note however that we have not been provided with evidence or suggestions that would explain the reductions (such as changes to policy, new initiatives, changes in staff headcount etc), nor do we have comprehensive information to check that this reduction is not offset by increases in other costs (as we only have one year’s worth of expenses data).

**Figure 5.1 Financial spend on air, rail and hotel through TMC**

![Financial spend on air, rail and hotel through TMC](image)

Car travel

5.21 During 2011/12, staff were reimbursed around a total of £769,000 in car mileage payments (£246,000 for fuel costs for lease car users and £523,000 for staff use of their own cars for business use). Table 2 in Appendix D provides a breakdown of costs by division for both lease cars and grey fleet vehicles, based on data provided from the expenses system.

5.22 This shows that for lease cars, the three divisions incurring the greatest spend were SNBTS (£52,000), Health Facilities Scotland (HFS) (£39,000) and National Procurement (NP) (£29,000).

5.23 For grey fleet vehicles, SNBTS were reimbursed the most in mileage payments (£145,000) followed by ISD (£87,000) and HFS (£50,000).

5.24 Comparison with previous years shows a 7% reduction in reimbursement spend between 2009/10 and 2010/11 but then a slight increase (by 1%) between 2010/11 and 2011/12, as presented in Figure 5.2. This shows that NSS have made progress towards reducing the costs and carbon emissions from car travel, however again, we are unaware of any specific reasons for the changes in spend.

5.25 From reimbursement data, it is possible to estimate the total carbon emissions generated during 2011/12 from lease cars and grey fleet by estimating the number of miles travelled over one year.
Using industry-standard figures, it is estimated that 858,000 km were travelled by the lease car fleet and 1,818,000 km by grey fleet during 2011/12\(^9\).

5.26 Using Defra metrics for carbon emissions generated from car travel, it is estimated that lease cars being used for business travel generated around 166 tonnes of CO\(_2\) and grey fleet generated around 352 tonnes of CO\(_2\) during 2011/12.

**Figure 5.2 Financial spend on car mileage reimbursement**

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Summary

5.27 Considering the full year summary of TMC data and car mileage reimbursement reported above, at least £1.37 million was incurred during 2011/12 on business travel (including accommodation) by NSS staff. However, there are a wide variety of other travel-related costs, quantified totals of which are not available.

5.28 In particular, NSS will incur significant costs for leasing cars for staff, and there will be further spend on bus, rail and taxi fares claimed by staff through the expenses system, as well as hire car costs and pool car fuel costs. None of these costs have been provided and are therefore not accounted for here.

5.29 Based on the information that we have reported, and considering the unaccounted costs referred to above, we estimate that the total costs of business travel for NSS staff are in the region of £2 million per annum; an average of more than £500 for every staff member.

5.30 As complete data on existing activities is not available, the financial benefits cannot be fully quantified. However, experience from other large public sector employers suggests that NSS can readily achieve a 10% (i.e. >£150,000 per annum) saving in costs and carbon emissions from its business travel, in the short-term, rising to 20% or more (i.e. >£300,000 per annum) in time.

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\(^9\) Based on the AA estimate of cost to be 46.19 pence per mile (standing charges and running costs) for a diesel car travelling 10,000 miles per year and up to £16,000 purchase price
Commute travel patterns

5.31 We understand from discussions with NSS staff, that no recent comprehensive data is available for commute travel patterns to any current NSS site except Anderson House, Earlston House and Cirrus (in which staff surveys to existing sites were undertaken as part of the property relocation process during 2010 and 2011).

5.32 NSS will be seeking to gather baseline commute travel data for all staff during the November 2012 corporate staff survey (results to be published in early 2013). This will provide evidence of what mode of transport staff use to travel to work, and the distance travelled. This will enable NSS to undertake a travel carbon footprint assessment for the organisation.

5.33 However, if it assumed that the Scottish averages for mode share (67% commute to work by car) and average distance travelled to work (12.23km)\textsuperscript{10} are representative of NSS staff, then it is possible to estimate carbon emissions of NSS staff that travel to work by car by using Defra metrics for carbon emissions from car travel.

5.34 Based on this, we have estimated that NSS staff that travel to work by car generates around 1,220 tonnes of CO\textsubscript{2} per year.

Fleet and logistics

5.35 NSS directly control or otherwise influence a large number of fleet movements by their various logistics operations. Two divisions have particular responsibilities: National Procurement (NP) procures and delivers a wide range of products on behalf of NHSScotland Boards, in part through operation of a dedicated fleet; and SNBTS, which operates some of its own vehicles and regularly uses others for the movement of supplies.

5.36 From discussions with NP representatives, it is evident that recent efforts to reduce cost, carbon and improve operational efficiency have generated demonstrable savings. Information provided by NSS has shown (amongst other savings):

- A 21.5% reduction in miles driven over two years (equating to 270,000 fewer miles);
- A 33% reduction in fleet size over two years;
- A reduction in carbon emissions from ‘prime movers’ of nearly 10%;
- A reduction in inbound miles of 50,000 miles over two years.

5.37 We recognise that the nature of SNBTS operations necessitates the frequent use of unplanned transport, including taxis, to deliver supplies at short notice. Relatively high cost and carbon emissions from these will remain a part of them delivering an effective service. Nevertheless, the development of this STAP has encouraged improved dialogue between SNBTS and other divisions, which will (as recommended by the action plan) enable potential for savings to be explored.

\textsuperscript{10} Figure taken from Transport and Travel in Scotland 2011: Summary of Scottish Household Survey Results 2011
6 Summary of existing situation

6.1 From the information provided to us by NSS and the broad-ranging discussion with selected staff, we have collated the following summary of existing travel affecting the organisation and its staff. This is presented as the strengths, weaknesses, opportunities and constraints associated with moving towards the promotion of low carbon, cost and risk travel.

Table 6.1 Strengths, Weaknesses, Opportunities and Constraints

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td><strong>Policy and practice</strong></td>
<td><strong>Policy and practice</strong></td>
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<tr>
<td>Short-life Working Group exists to guide STAP development</td>
<td>No explicit vision or objectives for business travel by staff</td>
</tr>
<tr>
<td>Existing and future external and internal policy context to promote sustainable travel</td>
<td>Some policies (e.g. those related to home working, season ticket loan scheme) are old, staff have limited awareness of all relevant policies, not all policies are centrally collated on the intranet</td>
</tr>
<tr>
<td>Good practice exists within certain divisions/sites</td>
<td>Not all staff have intranet access therefore access to policies is more difficult for those staff</td>
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<tr>
<td>Some pre-travel checking by managers of appropriateness of staff travel decisions and mode choice</td>
<td>Practice and adherence to policy differs between divisions/sites</td>
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<tr>
<td>Some post-travel checking of expense claims</td>
<td>Use of Travel Management Company is encouraged but not mandatory</td>
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<tr>
<td>Checking of staff car insurance policies for business travel use</td>
<td>No previous consistent corporate pressure towards travel avoidance, or mode hierarchy</td>
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<tr>
<td>Public transport loan scheme and bicycle salary sacrifice scheme for benefit of staff</td>
<td>Management of car park at Gyle Square is not currently aligned to business need</td>
</tr>
<tr>
<td>Staff governance policies and procedures exist to ensure that employees are fairly and effectively managed</td>
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<tr>
<td>Goodwill by many staff to see changes happen for the benefit of NSS</td>
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<tr>
<td>Consistent recent focus on reducing costs and emissions from logistics operations</td>
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<tr>
<td><strong>Management data</strong></td>
<td><strong>Management data</strong></td>
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<tr>
<td>Good data from travel booked with TMC</td>
<td>Limited data on business travel not booked with TMC or pool, lease or private cars</td>
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<tr>
<td>Apparent reductions in spend on business travel in recent years</td>
<td>Very limited data on commute travel or staff attitudes</td>
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<tr>
<td><strong>Information and access</strong></td>
<td><strong>Information and access</strong></td>
</tr>
<tr>
<td>Good access by active and sustainable modes at several sites</td>
<td>Total value of business travel operations not estimated</td>
</tr>
<tr>
<td>Good cycle infrastructure and facilities at several sites</td>
<td>Limited post-travel checking of appropriateness of staff travel decisions or mode choices</td>
</tr>
<tr>
<td>Good information on travel to Meridian Court which provides a useful template for rolling out to other sites</td>
<td>Slow expenses payments system and procedures reportedly cumbersome for staff</td>
</tr>
<tr>
<td>NSS does not appear to understand why recent travel cost savings have occurred</td>
<td></td>
</tr>
</tbody>
</table>
### Opportunities

**Policy and practice**
- Likely to be substantial opportunities to reduce costs, carbon and duty of care risks from business travel
- Forthcoming changes to NSS car leasing policy to ensure only available for business need
- Proposed changes to Working from Home and Working at Home policies could support commute and business travel decisions
- Greater use of (including staff awareness of the benefits of using) TMC can reduce ‘back office’ processing costs

**Initiatives**
- Discussions are already ongoing, internally and NHS-wide, regarding use of car parking
- Forthcoming staff relocations at certain sites provide opportunity to promote lower carbon travel
- Upgrades to expenses reporting system later in 2012 will improve quality of management information
- Potential links to Healthy Working Lives initiative
- Opportunities to influence suppliers to NSS (inward goods and services)

**Funding**
- Restrictions in public sector spending leading to increased focus on ways in which costs can be reduced
- Opportunities for significant savings in business travel costs

### Constraints

**Policy and practice**
- Wide diversity of NSS operations and locations makes implementing organisation-wide actions challenging
- Some policies (e.g. mileage reimbursement) set externally
- Use of confidential data limits ability for certain staff to work flexibly (e.g. from home or remotely)
- Much travel is required in order for many staff to fulfil their core duties
- Established practice for staff using their own cars for business use
- Video conferencing technology can be unreliable, and staff have limited knowledge of how to use
- Pool cars controlled by individual divisions, no central booking system for vehicles

**Culture**
- Staff culture of communicating with colleagues face to face encourages travel
- Culture of how staff travel is a barrier to change; historically particular grades of staff have considered it their ‘right’ to travel in a certain way
- Line managers are not consistently supportive of flexible working

**Funding**
- Restrictions in public sector spending which may prevent implementation of certain initiatives
7 Objectives for the STAP

7.1 The STAP will form one of a suite of action plans intended to deliver the objectives of NHS NSS’s emerging Sustainable Development Strategy.

7.2 In line with the context, as set out in the previous chapter, the working group agreed that the STAP will aim to deliver four key objectives of:

- Reducing the financial costs to NHS NSS of business travel;
- Reducing carbon emissions from travel and demonstrate leadership to other organisations on reducing emissions;
- Improving business efficiency; and
- Providing benefits to staff, including reduced accident risk and more efficient work practices.

7.3 Alongside these key objectives, it is anticipated that the STAP should assist NSS:

- Demonstrate leadership in promoting sustainable travel to other NHS Scotland organisations; and
- Minimise reputational risks from unsustainable travel choices.
8 Action Plan

8.1 Within this section, we present our recommendations for the actions to be led by NSS to meet the objectives for the STAP as described above.

8.2 Actions are grouped according to whether they primarily focus on business travel, commute journeys or logistics issues, with overarching leadership and communications actions under a change management heading below.

8.3 Within each part of the action plan, individual actions are given in white cells. Grey shaded cells help group individual actions into themes.

Business travel

8.4 The STAP focus for business travel centres on the adoption of a travel mode hierarchy, and the actions that are required in order for such a hierarchy to effectively influence travel choices.

<table>
<thead>
<tr>
<th>Action ref</th>
<th>Action</th>
<th>Lead responsibility</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>BT1</td>
<td>Develop a business travel policy, adopting a mode hierarchy of travel choices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BT1.1</td>
<td>Develop a clear business travel policy, as a standalone document or as an explicit component of an existing policy, containing guidance to ensure the recommendations listed in this section can be delivered. Ensure that appropriate engagement with staff informs the policy</td>
<td>Markus Hiemann</td>
<td>By Feb 2015</td>
</tr>
<tr>
<td>BT1.2</td>
<td>Adopt the business travel mode hierarchy shown in Figure 5.1 below as the key component of the policy</td>
<td>Markus Hiemann</td>
<td>With business travel policy</td>
</tr>
<tr>
<td>BT1.3</td>
<td>Enshrine within future updates to lease car policy (as well as a business travel policy) that all journeys made by staff that are provided with lease cars should be undertaken in accordance with the mode hierarchy</td>
<td>Ibby Ross</td>
<td>During next lease car policy update</td>
</tr>
<tr>
<td>BT1.4</td>
<td>Use travel management contracts or Government Procurement Card for all air, rail and hire car use in order to ease monitoring of compliance and expense reimbursement</td>
<td>Markus Hiemann</td>
<td>With business travel policy</td>
</tr>
<tr>
<td>BT1.5</td>
<td>Provide specific guidance on the expected mode choices for travel between the main NSS sites (or to other locations that staff travel to frequently)</td>
<td>Markus Hiemann</td>
<td>By Feb 2014</td>
</tr>
<tr>
<td>BT1.6</td>
<td>Implement procedures to ensure that any lease, pool or hire vehicle used for staff travel accords with a maximum threshold for carbon emissions per km (threshold to be reviewed annually)</td>
<td>Markus Hiemann</td>
<td>With business travel policy</td>
</tr>
<tr>
<td>BT1.7</td>
<td>Set, monitor and report on targets for compliance with the policy, including accordance with the mode hierarchy, ensuring that staff are aware of this compliance testing process. If some staff are found to be making inappropriate choices from the hierarchy, provide additional guidance to them on how they can help support organisational objectives</td>
<td>Markus Hiemann</td>
<td>With business travel policy</td>
</tr>
</tbody>
</table>

---

11 Unless mitigating circumstances apply, such as the need to travel at very short notice, when authorisation to depart from policy should be sought

12 We are aware that NSS’s present travel management contract applies a high mark-up to some rail fares. Renegotiation of this contract may be required to ensure that good value is being achieved
<table>
<thead>
<tr>
<th>Action ref</th>
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</thead>
<tbody>
<tr>
<td>BT1.8</td>
<td>Effectively communicate the policy and accompanying mode hierarchy, their rationale and their benefits, to staff</td>
<td>Markus Hiemann, Corporate Affairs</td>
<td>Alongside policy implementation</td>
</tr>
<tr>
<td>BT1.9</td>
<td>Ensure that senior and line managers understand their responsibilities for implementing the policy, and how compliance with the policy will be monitored</td>
<td>Markus Hiemann, Corporate Affairs</td>
<td>Alongside policy implementation</td>
</tr>
<tr>
<td>BT2</td>
<td>Understand the cost and carbon emissions of business travel by NSS staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BT2.1</td>
<td>Establish, with internal stakeholders and travel suppliers, standards of required management information by mode of travel. As a minimum, financial expenditure, number of journeys made and emissions by mode and by division and site should be available. Emissions should also be reported by miles travelled to identify the most polluting modes of travel and enable low carbon and cost efficient alternatives to be identified</td>
<td>Markus Hiemann</td>
<td>By end 2014</td>
</tr>
<tr>
<td>BT2.2</td>
<td>Collate, analyse and report this information on a regular basis</td>
<td>Markus Hiemann</td>
<td>From Feb 2014</td>
</tr>
<tr>
<td>BT2.3</td>
<td>Set annual targets for cost and carbon reduction on business travel by NSS staff(^\text{13}). From these overall totals, define annual reduction targets for each division, cognisant of business need and instances where corporate priorities, changes to headcount, etc may necessitate an increase in travel</td>
<td>Irene Barkby</td>
<td>From Feb 2014</td>
</tr>
<tr>
<td>BT2.4</td>
<td>Set and monitor targets to reduce the number of travel-related expense claims processed</td>
<td>Irene Barkby</td>
<td>Set targets by Feb 2014, monitoring on-going</td>
</tr>
<tr>
<td>BT3</td>
<td>Actions to support implementation of the mode hierarchy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BT3.1</td>
<td>Review the opportunities for tele- and video-conferencing and other communications systems to further reduce the need to travel. This should include assessment of whether staff’s expectations of the functionality of these systems is reasonable, and whether awareness/knowledge of existing systems is lacking. Improve systems or increase awareness/training as appropriate</td>
<td>Glenn Howe</td>
<td>Review by Feb 2014</td>
</tr>
<tr>
<td>BT3.2</td>
<td>Offer fuel efficient driver training for all staff that drive high mileages(^\text{14})</td>
<td>Ibby Ross</td>
<td>On-going</td>
</tr>
<tr>
<td>BT3.3</td>
<td>Improve co-ordination of pool car booking systems to reduce admin burden and make it easier for staff to identify which vehicles are available when</td>
<td></td>
<td>By end 2014</td>
</tr>
</tbody>
</table>

\(^{13}\) Until more complete data on existing business travel by NSS staff is available, it is difficult to set definitive targets for reductions, but we anticipate NSS being able to reduce cost and carbon by at least 10% in the first year of implementation of this action plan and by at least 5% annually in the following two years.

\(^{14}\) A typical one-hour course costs around £12 per participant (training costs) and will achieve a 15% saving in fuel cost. If the gross cost (including staff time for organising and attending the course) is taken to be £75, any driver incurring fuel costs of more than £500 p.a. will therefore generate a net benefit within one year. Assuming £1.40 per litre average fuel costs and 40mpg consumption, anyone driving more than around 3,200 miles per annum on NSS business will generate net savings from the training after less than one year.
**Action ref | Action | Lead responsibility | Timescale**

| BT4 | Provide on-going support to the business travel policy and continue to implement priority actions |  |  |
| BT4.1 | Priority actions for implementation to support the business travel policy and mode hierarchy will change over time depending on business needs. A short-term action plan should be developed by NSS each year, based on monitoring of compliance with the business travel policy described above and cognisant of short-term opportunities to make cost and/or carbon savings | Markus Hiemann | Annually |

**Mode hierarchy**

8.5 The adverse impacts of business travel can often be most effectively mitigated if staff adhere to a business travel hierarchy. The mode hierarchy that we suggest NSS adopts is shown below. This is presented with the preferred most efficient cost, carbon and risk option (not travelling) presented first. If this option is not appropriate for the staff member considering undertaking a specific journey, the next tier of the hierarchy should be considered, and so on.

8.6 Every journey by all staff should be made using the highest mode within the hierarchy that is appropriate to the specific need. The hierarchy recognises that many journeys are essential, that travelling by car is appropriate to some destinations, that some staff have to take more goods or papers than they can reasonably be expected to carry, or have personal circumstances that make walking, cycling or public transport use unfeasible.

8.7 The hierarchy should be considered relevant to all staff for every journey they are thinking of making, but we do not suggest that NSS should implement policies for formal recording of decision-making processes. Instead, individual staff and their line managers should be able to satisfy themselves that travel choices made within the hierarchy are appropriate, balancing cost, carbon, risk and efficiency factors. Application of the mode hierarchy should be cognisant of health and safety risks to staff and others, and also recognise the importance of staff achieving an appropriate work-life balance; line managers should acknowledge that travel decisions should not necessarily be guided by operational reasons alone, but should consider the wider impact of travel on an employee’s working day and personal time.

8.8 NSS should not aspire to set out definitive guidelines on what factors justify a choice from lower in the hierarchy being made (except for specific commonly-made journeys, refer to action BT1.5). Instead, staff and line managers should adopt an approach of making choices that are felt to be reasonably appropriate. NSS should undertake some post-travel checking of choices made on a random sample basis and, if staff or line managers are making choices that are not deemed to be appropriate within the hierarchy, provide further guidance to them on travel choices (action BT1.7).
Figure 8.1  Recommended business travel mode hierarchy for NSS and example applications

- **Travel avoidance**
  - Travel for face-to-face communications only when a clear business need
  - Use technology (e.g. tele- and video-conferencing) to avoid travelling where appropriate
  - Mobile, home and flexible working initiatives to reduce travel where appropriate

- **Walk/cycle**
  - For short local journeys (e.g. up to 1 mile for walking, 3-5 miles for cycling) and for connection with public transport for longer journeys

- **Bus/rail**
  - Bus for journeys of intermediate length (e.g. Gyle Square to Edinburgh city centre)
  - Rail for longer distance travel

- **Multiple occupancy car (sharing with others if appropriate)**
  - Lease, pool or hire car for longer journeys
  - Own car for shorter journeys

- **Single occupancy car/taxi/air**
  - As above for car journeys
  - Air or taxi for journeys only when other modes unfeasible

---

**Figure 8.1** Recommended business travel mode hierarchy for NSS and example applications

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- **Walk/cycle**
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- **Multiple occupancy car (sharing with others if appropriate)**
  - Lease, pool or hire car for longer journeys
  - Own car for shorter journeys

- **Single occupancy car/taxi/air**
  - As above for car journeys
  - Air or taxi for journeys only when other modes unfeasible
## Commute travel

8.9 The STAP focus for commute travel centres on ensuring that staff are aware of the full range of sustainable travel options for accessing each site and that NSS manages on-site issues to support sustainable travel and business needs.

<table>
<thead>
<tr>
<th>Action</th>
<th>Action Description</th>
<th>Lead responsibility</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>CT1</td>
<td>Understand existing staff commute options and choices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT1.1</td>
<td>Undertake a full staff travel survey for commute journeys, inviting quantitative data on travel patterns (including mode, distance, frequency of travel) [this is planned for autumn 2012] and qualitative views on existing travel, issues arising and suggestions for improvement. Refresh survey on an annual basis to enable changes to be monitored over time and to assess the success of any measures implemented to influence commute travel</td>
<td>Markus Hiemann, Corporate Affairs</td>
<td>Initial survey Autumn 2012 Refresh annually</td>
</tr>
<tr>
<td>CT1.2</td>
<td>Support the staff travel survey with focus group discussions with selected staff (comprising managers and employees) to understand in detail those substantive issues that arise (such as car parking provision, sustainable transport measures, relationship between commute mode and business travel) in order to inform future implementation plans</td>
<td>Markus Hiemann, Building User Groups, Facilities Management</td>
<td>By end 2014</td>
</tr>
<tr>
<td>CT1.3</td>
<td>Undertake a selective survey of travel by visitors (at least to the main NSS sites) as they arrive at that location (for example through a brief survey as they sign in at reception). Invite quantitative data on travel patterns (such as mode used, origin location, frequency of travel to site), and of qualitative views on existing travel and access to sites and of any issues arising (such as provision of services, information on how to access sites, car parking availability) in order to inform future implementation plans</td>
<td>Markus Hiemann</td>
<td>By end 2014</td>
</tr>
<tr>
<td>CT2</td>
<td>Audit access by all relevant modes to all main NSS sites</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| CT2.1  | Collate information on access options and facilities to all main NSS sites by all relevant modes and work to make improvements where proven to be cost effective:  
- Audit existing main pedestrian routes (and potential desire lines) in the vicinity of each site (noting surfacing, steps, crossing points, signage, maintenance issues such as lighting, overhanging vegetation, etc). Work to implement improvements (if on NSS sites) and encourage partners to do so (if outwith sites)  
- Audit facilities for cyclists on-site (quantity, quality and location of cycle parking, lockers, showers, etc) and off-site (routes close to sites on likely desire lines) and implement improvements where appropriate (directly or with partners)  
- Audit local public transport facilities (location and quality of bus stop infrastructure, provision of timetable information, pedestrian routes to them, etc) and encourage partners to make improvements where appropriate | Markus Hiemann, Facilities Management | By end 2015 |
<table>
<thead>
<tr>
<th>Action ref</th>
<th>Action</th>
<th>Lead responsibility</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>CT3</td>
<td>Ensure parking policies meet business needs and support the objectives of the STAP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT3.1</td>
<td>Identify which sites under NSS control have parking pressures (including through surveys of parking occupancy by time of day if necessary)</td>
<td>Markus Hiemann</td>
<td>By end 2014</td>
</tr>
<tr>
<td>CT3.2</td>
<td>Understand the effects of parking pressures at these sites (through gathering feedback from staff, including those that do not currently drive to work, facilities management, site visitors, local residents, neighbouring offices etc)</td>
<td>Markus Hiemann</td>
<td>By end 2014</td>
</tr>
<tr>
<td>CT3.3</td>
<td>Investigate the business impacts of current parking availability (including on staff wellbeing, access by visitors, availability of staff in the afternoons, etc)</td>
<td>Markus Hiemann</td>
<td>By end 2014</td>
</tr>
<tr>
<td>CT3.4</td>
<td>Implement measures that prioritise availability of parking to support business and staff need (staff that need a car during the day, staff and visitors that cannot travel by other modes, etc)</td>
<td>Markus Hiemann</td>
<td>By end 2015</td>
</tr>
<tr>
<td>CT4</td>
<td>Provide staff with relevant information on sustainable travel options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT4.1</td>
<td>Locate carousels of travel information in key locations in all main NSS-controlled sites, to include bus timetables, cycle route maps, active travel benefits, details of car share scheme etc, and ensure that the information is kept up to date</td>
<td>Markus Hiemann, Building User Groups</td>
<td>By Feb 2014</td>
</tr>
<tr>
<td>CT4.2</td>
<td>Develop “how to get to guides” for key NSS sites (with information displayed according to the mode hierarchy) for use by all members of staff and visitors, and provide printed and on-line versions</td>
<td>Markus Hiemann</td>
<td>Alongside development of site-to-site travel guidelines</td>
</tr>
<tr>
<td>CT4.3</td>
<td>Provide all existing staff and new joiners when they start with personalised journey plans (created using Traveline Scotland or Transport Direct web portals) for travelling by active and sustainable modes between their home and usual place of work; starting with a pilot project for specific sites or divisions if appropriate</td>
<td>Markus Hiemann, HR</td>
<td>Existing staff by end 2014. New staff on-going</td>
</tr>
<tr>
<td>CT4.4</td>
<td>Develop and implement an annual programme of activities to promote sustainable travel options to staff working at all main NSS sites. This should include reminder messages, promoted to staff through appropriate media (intranet, posters, online mailshots, staff newsletters, bulletin boards etc) and periodic events to promote various sustainable travel options (coordinated with local and national events such as BikeWeek if appropriate). Partners, such as bus operators, can be invited to attend to provide personalised journey solutions. Staff choosing sustainable options should be rewarded, for example through a prize draw</td>
<td>Markus Hiemann, Divisional Green Leads</td>
<td>Programme developed by Feb 2014 and implemented thereafter</td>
</tr>
<tr>
<td>CT5</td>
<td>Facilitate the uptake of sustainable travel choices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT5.1</td>
<td>When cost-effective options are available, provide cycle training sessions to those staff that may be interested in cycling to work more</td>
<td>Markus Hiemann</td>
<td>On-going</td>
</tr>
</tbody>
</table>
### Fleet and Logistics

8.10 The STAP focus for fleet and logistics centres on maintaining efforts to reduce cost and carbon emissions, recognising the substantial savings that have been achieved in recent years and ensuring that best practice developed in some divisions is available to others.

<table>
<thead>
<tr>
<th>Action ref</th>
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<th>Lead responsibility</th>
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</tr>
</thead>
<tbody>
<tr>
<td>FL1</td>
<td>Maintain the focus on reducing costs and carbon emissions from the movement of goods controlled by NSS and transfer best practice between divisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FL1.1</td>
<td>Ensure that the carbon emissions arising from the movement of goods are fully accounted for within NSS’s carbon reporting, with a common protocol for reporting across divisions, and that the substantial savings achieved over recent years are recognised</td>
<td>Markus Hiemann</td>
<td>From 2014</td>
</tr>
<tr>
<td>FL1.2</td>
<td>Ensure all divisions account for the total cost of procurement (including transport cost and carbon factors) of their purchasing decisions</td>
<td>Stephen Mitchell</td>
<td>From 2014</td>
</tr>
<tr>
<td>FL1.3</td>
<td>NP(^{15}) to work with SNBTS(^{16}) and any other divisions that have road freight vehicles to help them understand the systems and processes that have been implemented by NP to track vehicles and educate drivers to be more efficient, then for NP to help these divisions realise the benefits of implementing similar systems if appropriate</td>
<td>Paul Milne</td>
<td>Opportunities identified by Mar 2014, implementation thereafter</td>
</tr>
<tr>
<td>FL1.4</td>
<td>NP to continue to work to realise any further efficiency savings from its own operating schedules, fleet and drivers, alongside any cost/carbon savings that can be realised from incoming deliveries from suppliers</td>
<td>Stephen Mitchell</td>
<td>On-going</td>
</tr>
<tr>
<td>FL1.5</td>
<td>NP and SNBTS to work with a sample set of data of real operations (maybe one month’s worth) to identify whether efficiency savings can be generated by increased co-ordination of vehicles/loads, and then implement changes if appropriate</td>
<td>Jake Muirhead</td>
<td>By Mar 2014</td>
</tr>
<tr>
<td>FL1.6</td>
<td>SNBTS to investigate the business case (financial and staff time costs, transport cost and carbon savings, plus any other implications) of enabling SNBTS drivers to deliver/collect supplies from hospital sites without the need for a local staff member to be present</td>
<td>Paul Milne</td>
<td>By Mar 2014</td>
</tr>
<tr>
<td>FL1.7</td>
<td>SNBTS to investigate the potential to influence behaviour of those ordering products it has responsibility for delivery of, in order to ascertain whether transport efficiencies can be generated without detriment to patient care, and then work to implement changes if appropriate</td>
<td>Paul Milne</td>
<td>By end 2014</td>
</tr>
</tbody>
</table>

\(^{15}\) National Procurement  
\(^{16}\) Scottish National Blood Transfusion Service
Leadership and communications

8.11 Delivering the actions recommended above will require effective leadership in many parts of NSS and good communication with staff about the STAP and the rationale for it. We envisage the following steps to lead efficiently to realisation of the benefits that the STAP can provide.

<table>
<thead>
<tr>
<th>Action ref</th>
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<th>Lead responsibility</th>
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<tbody>
<tr>
<td>LC1</td>
<td>Provide leadership and support for the adoption of this STAP by all NSS staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LC1.1</td>
<td>Gain formal NSS approval for this action plan</td>
<td>Irene Barkby</td>
<td>Autumn 2013</td>
</tr>
<tr>
<td>LC1.2</td>
<td>Clarify who will monitor overall progress towards STAP achievement and what improvement measures will be put in place if it does not deliver the anticipated benefits</td>
<td>Irene Barkby</td>
<td>Autumn 2013</td>
</tr>
<tr>
<td>LC1.3</td>
<td>Clarify, if appropriate, what incentives will be available to encourage divisions/teams to exceed targets for saving costs and/or carbon emissions from transport</td>
<td>Irene Barkby</td>
<td>Autumn 2013</td>
</tr>
<tr>
<td>LC2</td>
<td>Communicate the content and benefits of the STAP to all staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LC2.1</td>
<td>Ensure that all staff are aware of the adoption of the STAP and of policies/actions that flow from it. Ensure that all staff understand what actions are required by them as individuals as a result of the STAP. Ensure that staff understand the benefits to NSS of the STAP but also perceive the benefits to them and to their division/team of its implementation</td>
<td>Markus Hiemann, Corporate Affairs</td>
<td>At the time of approval and thereafter</td>
</tr>
<tr>
<td>LC2.2</td>
<td>Provide staff with regular updates on progress towards achieving STAP objectives</td>
<td>Markus Hiemann, Corporate Affairs</td>
<td>On-going</td>
</tr>
</tbody>
</table>
9 Benefits, KPIs and Monitoring

9.1 Without comprehensive management data being available on existing travel, it is not possible to fully quantify the anticipated benefits of implementation of the STAP. Evidence from other organisations (some of which is summarised in this report) suggests that substantial benefits are realisable, including:

- To costs incurred by NSS for business travel of around £400,000 per annum (based on a saving of 20%, achieved after three years, to the estimated baseline spend of £2M per annum);
- To carbon emissions accruable to NSS of 15 tonnes of CO₂ per annum from rail travel (20% of the existing baseline) (note that we also hope to include estimated carbon saving from air travel; we have asked NSS if the TMC can provide data assist with baseline reporting) to and a further 130 per annum from commute travel (based on a reduction in 10% of existing commute car travel).

9.2 In addition to these quantified savings, NSS will realise further benefits to staff health & safety risks and reduced reputational risks. Staff will benefit from a range of improvements, as summarised in Chapter 4.

Measuring the change

9.3 As highlighted in the action plan, improved systems will be required in order to effectively monitor a change to travel decisions made by NSS staff. However, it is acknowledged that there are often trade-offs between the costs associated with gathering data and the value of that data. Therefore, it is essential that monitoring systems are established to be able to measure progress against STAP objectives.

9.4 Suggested Key Performance Indicators (KPIs) for this action plan include:

Quantitative

- Number of journeys, financial cost and carbon emissions per staff member, by division and mode of travel, for business journeys;
- Number of journeys, mode split of travel and approximate distance travelled by staff on commute journeys to each site;
- Proportion of journeys, by division, not complying with mode hierarchy (based on a sample of all journeys);
- Proportion of bookings made through booking processes, such as TMC, taxi and hire car contracts etc;
- Numbers of travel-related invoices and expenses claims processed;
- Cost and carbon emissions from fleet and logistics operations;

Qualitative

- Staff awareness of the STAP;
- Staff opinions of the benefits of the STAP, and feedback from them about how it can be improved.
Appendix A

Agreed Scope of the STAP
The proposed scope of the action plan is:

- The Travel Plan will form one of a suite of action plans intended to deliver the objectives of NHS NSS’s emerging Sustainable Development Strategy. It is therefore proposed that the Plan is titled the ‘Sustainable Travel Action Plan’ (STAP);

- In line with the above strategy, and other relevant drivers for change (notably including Good Corporate Citizenship Model, Climate Change (Scotland) Act, I-QUEST/E-QUEST), the STAP will aim to deliver four key objectives of:
  - Reducing the financial costs to NHS NSS of business travel;
  - Reducing carbon emissions from travel and demonstrate leadership to other organisations on reducing emissions;
  - Improving business efficiency; and
  - Providing benefits to staff, including reduced accident risk and more efficient work practices\(^1\)\(^7\).

- The STAP will consider both staff commute travel (to and from work) and business travel (during the course of work);

- The STAP will be applicable to all of NSS’s divisions and locations;

- The STAP will be developed over the period May to September 2012.

\(^{17}\) The NHSScotland Staff Governance Standard is a framework for NHSScotland organisations and employees. One of the elements of the Standard requires that all NHS Boards ensure that staff are provided with a continuous improving and safe working environment, promoting the health and wellbeing of staff patients and the wider community.
Appendix B

Working Group Terms of Reference
NHS NSS has established a short-life working group to guide the development of a Sustainable Travel Action Plan (STAP). The scope for the action plan is provided in a separate document.

JMP Consultants Ltd has been commissioned by NHS NSS to assist with the development of the STAP. JMP will help facilitate meetings of the working group, provide expert input and guidance to the process, provide recommendations for action plan content and help draft documents.

The Terms of Reference for the short-life working group are:

- To guide the emerging STAP to ensure that it reflects the full range of opportunities and constraints to enabling more sustainable travel by NHS NSS staff;
- To guide the emerging STAP to ensure that it reflects the needs of all NHS NSS divisions and locations;
- To provide input, information and comment at meetings of the working group;
- To provide input, information and comment between meetings on matters relevant to the working group and to assist the consultants as required;
- To guide development of an effective implementation plan.

Working group members are not expected to represent their colleagues in an official capacity, nor necessarily to be representative of all staff working for NHS NSS. Nevertheless, care has been taken to draw group members from a range of Divisions and locations, so that a broad range of views can be aired by the group. As such, it is hoped that the STAP will be relevant to all parts of NHS NSS, whilst avoiding unnecessary levels of consultation on its development.
Appendix C

Information on NSS Sites
<table>
<thead>
<tr>
<th>Building</th>
<th>Town</th>
<th>Property Type</th>
<th>Staff headcount (as of 2012)</th>
<th>Parking spaces</th>
<th>Cycle parking</th>
<th>Shower facilities</th>
<th>Access by local bus</th>
<th>Access by rail (Station within 2km)</th>
<th>Access on foot</th>
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<tbody>
<tr>
<td>Gyle Square</td>
<td>Edinburgh</td>
<td>Office</td>
<td>1,153</td>
<td>293</td>
<td>76</td>
<td>yes, 6xF, 6xM</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>10 South Gyle</td>
<td>Edinburgh</td>
<td>Other</td>
<td>0</td>
<td>120</td>
<td>N/A</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Crewe Road South (SHSC)</td>
<td>Edinburgh</td>
<td>Office</td>
<td>23</td>
<td>20</td>
<td>8</td>
<td>lockers only</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Lauriston Place</td>
<td>Edinburgh</td>
<td>Laboratory</td>
<td>204</td>
<td>0</td>
<td>yes, racks.</td>
<td>yes 4xF, 4xM</td>
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<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Ellen’s Glen Road</td>
<td>Edinburgh</td>
<td>Laboratory</td>
<td>176</td>
<td>167</td>
<td>10</td>
<td>yes, 4 unisex</td>
<td>Yes</td>
<td>No</td>
<td>Yes, if local.</td>
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<td>Royal Infirmary Edinburgh</td>
<td>Edinburgh</td>
<td>Laboratory</td>
<td>92</td>
<td>0</td>
<td>yes, racks.</td>
<td>tbc</td>
<td>Yes</td>
<td>No</td>
<td>Yes, if local.</td>
</tr>
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<td>Anderson House</td>
<td>Edinburgh</td>
<td>Office</td>
<td>101</td>
<td>31</td>
<td>no</td>
<td>yes, 3 unisex</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Bain Square</td>
<td>Livingston</td>
<td>Office</td>
<td>25</td>
<td>42</td>
<td>no</td>
<td>yes, 1 unisex</td>
<td>Yes</td>
<td>No</td>
<td>Yes, if local.</td>
</tr>
<tr>
<td>Earlston House</td>
<td>Livingston</td>
<td>Other</td>
<td>35</td>
<td>32</td>
<td>8</td>
<td>yes, 1 unisex</td>
<td>Yes</td>
<td>No</td>
<td>Yes, if local.</td>
</tr>
<tr>
<td>National Distribution Centre</td>
<td>Larkhall</td>
<td>Other</td>
<td>312</td>
<td>214</td>
<td>20</td>
<td>yes, 3xF, 3xF</td>
<td>Yes (few)</td>
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<td>Meridian Court</td>
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<td>378</td>
<td>15</td>
<td>21</td>
<td>yes, 3xF, 3xF</td>
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<td>No</td>
<td>Yes</td>
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<tr>
<td>Cirrus</td>
<td>Glasgow</td>
<td>Office</td>
<td>133</td>
<td>59</td>
<td>8</td>
<td>yes, 1xF, 1xF, 1 disabled</td>
<td>Yes (few)</td>
<td>No</td>
<td>Yes, if local.</td>
</tr>
<tr>
<td>Donor Centre, Atheneum</td>
<td>Glasgow</td>
<td>Laboratory</td>
<td>154</td>
<td>0</td>
<td>yes, racks.</td>
<td>No, only city bike parking</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Blood Transfusion Centre, Gartnavel</td>
<td>Glasgow</td>
<td>Laboratory</td>
<td>212</td>
<td>0</td>
<td>no</td>
<td>yes, 3</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes, if local.</td>
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<tr>
<td>SNBTS Transport Section, Possil</td>
<td>Glasgow</td>
<td>Other</td>
<td>28</td>
<td>12</td>
<td>no</td>
<td>yes, 1</td>
<td>Yes (few)</td>
<td>Yes</td>
<td>No (unless local)</td>
</tr>
<tr>
<td>Donor Centre, Ninewells</td>
<td>Dundee</td>
<td>Laboratory</td>
<td>94</td>
<td>0</td>
<td>yes, racks.</td>
<td>yes, 1</td>
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<td>Yes</td>
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<tr>
<td>Donor Centre, Foresterhill</td>
<td>Aberdeen</td>
<td>Laboratory</td>
<td>122</td>
<td>31</td>
<td>yes, racks.</td>
<td>3, plus 1 for emergencies</td>
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<td>Bridge View</td>
<td>Aberdeen</td>
<td>Office</td>
<td>158</td>
<td>59</td>
<td>6</td>
<td>yes, 1 unisex</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Donor Centre, Raigmore</td>
<td>Inverness</td>
<td>Laboratory</td>
<td>63</td>
<td>0</td>
<td>24</td>
<td>yes 2</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
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<tr>
<td>Kirkhill Laboratories</td>
<td>Broxburn</td>
<td>Laboratory</td>
<td>0</td>
<td>2</td>
<td>tbc</td>
<td>tbc</td>
<td>Yes (few)</td>
<td>No</td>
<td>Yes, if local.</td>
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<tr>
<td>Pentland Science Park</td>
<td>Penicuik</td>
<td>Laboratory</td>
<td>8</td>
<td>0</td>
<td>tbc</td>
<td>tbc</td>
<td>Yes (few)</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Outposted</td>
<td>Scotland</td>
<td>Other</td>
<td>103</td>
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</table>
Appendix D

Business Travel Spend by NSS Division

<table>
<thead>
<tr>
<th>Job No</th>
<th>Report No</th>
<th>Issue no</th>
<th>Report Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCT5122</td>
<td>1</td>
<td>3</td>
<td>NHS National Services Scotland: Sustainable Travel Action Plan</td>
</tr>
<tr>
<td>Division/Department</td>
<td>Cycle</td>
<td>Bus</td>
<td>Rail(^a)</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>-------</td>
<td>------------</td>
<td>-------------------</td>
</tr>
<tr>
<td><strong>Health Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Facilities Scotland</td>
<td>No data available</td>
<td>No data available</td>
<td>£12,181</td>
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<tr>
<td>Health Protection Scotland</td>
<td></td>
<td></td>
<td>£15,235</td>
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<tr>
<td>Information Services Division</td>
<td></td>
<td></td>
<td>£35,255</td>
</tr>
<tr>
<td>National Services Division</td>
<td></td>
<td></td>
<td>£4,951</td>
</tr>
<tr>
<td>Scottish National Blood Transfusion Service</td>
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<td>£36,426</td>
</tr>
<tr>
<td><strong>Business Support</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Central Legal Office</td>
<td>No data available</td>
<td>No data available</td>
<td>£15,710</td>
</tr>
<tr>
<td>Counter Fraud Services</td>
<td></td>
<td></td>
<td>£120</td>
</tr>
<tr>
<td>Headquarters</td>
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<td></td>
<td>£16,323</td>
</tr>
<tr>
<td>Information Management &amp; Technology</td>
<td>No data available</td>
<td>No data available</td>
<td>£0</td>
</tr>
<tr>
<td>National Information Systems Group</td>
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</tr>
<tr>
<td>National Procurement</td>
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<td></td>
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</tr>
<tr>
<td>National Procurement Logistics</td>
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<td></td>
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<tr>
<td>Practitioner Services Division</td>
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<td></td>
<td>£15,729</td>
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<tr>
<td>Scottish Health Service Centre</td>
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<td>£1,297</td>
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<tr>
<td><strong>Costs not related to the specific divisions above</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Miscellaneous</td>
<td>No data available</td>
<td>No data available</td>
<td>£4,043(^c)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>£157,270</td>
</tr>
</tbody>
</table>

\(^a\) Round Trip: exercises within 25 miles, \(^b\) Round Trip: exercises outside 25 miles, \(^c\) Round Trip: exercises outside 25 miles, \(^d\) Round Trip: exercises within 25 miles.
Notes:

a The figures for air and rail relate to bookings made through the TMC; a further £67,000 has been reimbursed for air, rail and hotel travel through the expenses system

b SNBTS has provided taxi data for July 2012 for Edinburgh and Glasgow journeys, however there is no information on taxi usage available for any other division

c Descriptions given for the division/departments incurring costs are ‘GPASS/SCI’ and ‘Scottish Healthcare Supplies’

d There are a number of department descriptions and codes reported in the expenses system which we have been unable to allocate to the divisions/departments reported in the main table. These have been grouped and presented as an overall total cost. Descriptions include ‘GPASS’, ‘HQ-CPO’, ‘PPD’, ‘SE’ and ‘Redeployment’

e Note that hotel spend by division has not been calculated
Appendix E

Policy Review (to be added)
<table>
<thead>
<tr>
<th>Job No</th>
<th>Report No</th>
<th>Issue no</th>
<th>Report Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCT5122</td>
<td>1</td>
<td>3</td>
<td>NHS National Services Scotland: Sustainable Travel Action Plan</td>
<td>E7</td>
</tr>
</tbody>
</table>