



Travel Plan 2025 - 2028

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OUR SUSTAINABLE UHS
Together we'll create a healthier future

Contents

1. Foreword	2
2. Executive Summary.....	3
3. Benefits of the Travel Plan	4
4. Site Description	5
5. Staff travel survey	11
6. Aims and Objectives.....	12
7. Targets	13
8. Travel Plan Strategy	14

Appendix A: Mobility Ways Travel Survey Insights Report

Appendix B: Action Plan

1. Foreword

This Travel Plan complements our updated Green Plan, published in October 2025, which set out strategic objectives for University Hospital Southampton NHS Foundation Trust to be a high-quality healthcare provider of choice. The Green Plan sets our ambitions for sustainability, including sustainable travel and the actions needed to address the environmental impacts of our transport demands.

We have seen considerable progress delivered over recent years, with a notable reduction in single occupancy car travel by Trust staff and the development of the Adanac Park & Ride site as a measure to address on-site parking demand. We are proud of these achievements but recognise the need to go further if we are to meet NHS England commitments relating to sustainable travel and deliver solutions that support our operational needs, whilst also reducing our direct and indirect emissions.

We are committed to the delivery of this Travel Plan and will enable staff, patients, visitors, suppliers, the wider public and strategic partners to help us achieve our goals, while providing an example that others may follow.



DAVID FRENCH
CEO



Jenni Douglas-Todd
CHAIR

2. Executive Summary

As the Trust continues to develop its facilities, it is important that we plan how people will access our sites. This Travel Plan provides reassurance to Southampton City Council that the Trust is taking a proactive approach to managing existing demand and travel patterns, as well as any future traffic impact that may result from redevelopment. The document also supports the objectives of the Trust Green Plan and objectives relating to sustainability, carbon reduction and air quality improvements.

This Travel Plan is an umbrella document for all Trust sites and incorporates specific actions relating to site developments or changes to Trust activities. It is intended as a live document, regularly updated to reflect the evolving travel demands across the Trust, and acts as an “toolkit” that supports development of the site and its healthcare services through provision of sustainable and accessible transport options. The Travel Plan will enable the Trust to identify areas for improvement and instigate a programme of initiatives to make continual improvements, including:

- Appointment of a Trust Travel Plan Coordinator (TPC) to take ownership of the Travel Plan and designated responsibility for implementation and monitoring of Travel Plan Actions.
- Improved data collection and communication, through travel surveys and management of transport information, to assist the Trust in operational and strategic decision making.
- Reduction of unnecessary business trips by introducing clear policy and measures to support travel by sustainable modes or to avoid the need for travel via facilitating online meetings.
- Increasing levels of car sharing, targeting staff groups to reduce single car occupancy and parking space use by staff.
- Working with stakeholders (Southampton City Council, University of Southampton, Hampshire Hospitals NHS Foundation Trust) to measure and monitor air quality, linked to KPI's established within the Trust Green Plan.
- Raising awareness and encouraging uptake of the facilities provided across Trust sites to support active travel, including cycle storage facilities, local cycle routes and the Wellbeing Hub.
- Increasing awareness of public transport services, including services & fare options available.
- Promotion of the Adanac Park & Ride facility, to encourage increased use.
- Measures to manage car parking demand across sites.

This Travel Plan sets targets for mode shift away from single occupancy use. These targets will be met through coordinated implementation of improvements to facilities and information, close partnership working (including active engagement with the Southampton City Council Workplace Travel Network) and effective travel behaviour change measures.

The redevelopment of the UHS facilities over recent years has incrementally increased traffic on the local roads. At the same time, the improvement in the quality and range of services offered by UHS has attracted staff and patients from a wider catchment compounding the traffic impact, and effective implementation of actions from the previous Travel Plan has reduced overall levels of car use by staff. This Travel Plan seeks to continue this shift and establish a sustainable balance for transport movements across our estate.

3. Benefits of a Travel Plan

This Travel Plan supersedes the previous Travel Plan (2014-2019), with the objective of coordinating and building upon work delivered across the Trust to improve transport options. Significant improvements have been made to support sustainable travel since 2019, including:

- Opening of Adanac Park & Ride (1000 spaces)
- New sustainability intranet page, with a section on Sustainable Travel, which includes guidance for staff relating to bespoke travel planning, cycling, park & ride, bus, rail, EV charging and the ferry
- A Bike user group has formed and meets as part of a bi-monthly schedule of meetings
- Cycle repair stations installed in 5 locations across the site
- Additional showers and changing facilities installed in the Wellbeing Hub

Mobilityways carried out Staff Travel Surveys at UHS in 2023 and 2025, and the results have been used to inform this Travel Plan (see section 6).

Travel Plan implementation will deliver a range of benefits for the Trust, its staff, patients and visitors and the wider community, including:

- Ensuring staff, patients, visitors and others are aware of all travel and transport options available to them
- A reduction in the amount of time and money spent on journeys
- A reduction in the demand for parking by providing better alternatives and encouraging and supporting the use of them
- Reduced Trust contribution to local air pollution and Scope 3 carbon emissions
- Improved health and quality of life
- More efficient use of space across Trust sites
- A positive contribution to the morale and well-being of staff
- Better access to work, supporting staff recruitment and retention

The Travel Plan will also assist the Trust to meet the NHS objectives of:

- Reducing patient stress and improving the quality of accessing healthcare
- Promoting inclusion and accessibility
- Reducing the NHS carbon footprint
- Tackling obesity and physical inactivity

The hospital will achieve these results by setting out a clear strategy in this Travel Plan to eliminate the barriers that might keep those who could use sustainable modes of travel from doing so and encourage staff to change their travel behaviour.

4. Site Description

University Hospital Southampton NHS Foundation Trust employs approximately 13,000 staff across 6 clinical sites; the focus of activity is at Southampton General Hospital, which incorporates Southampton Children's Hospital and Princess Anne Hospital on neighbouring sites, and additional care services are provided at Royal South Hants, New Forest Birthing Centre and Lymington New Forest Hospital. The Trust provides services for people across Southampton and South Hampshire, with specialist and trauma care over a greater catchment area of approximately 3.7 million people. The Trust is also one of the largest acute teaching hospitals in the UK, with approximately 1,700 students and 450 staff from the University of Southampton based on the General Hospital site. This Travel Plan considers transport impacts for all Trust sites but is weighted toward travel demands at Southampton General Hospital where the majority of Trust activity takes place.

As a multi-disciplined healthcare service provider attracting staff and patients from a wide geographical area, transport demand is high and managing travel impact is a key sustainability metric for the Trust. This Travel Plan sets out a series of measures to continue to encourage staff, students, contractors, patients and visitors to adopt more sustainable travel habits. The key measures in the Travel Plan are summarised in the Action Plan appended to this document, designed to be a live programme of improvements that will be updated as measures are implemented.

Active Travel

Southampton General Hospital is located approximately 3.5 miles from the centre of Southampton. The site is surrounded by residential areas to the north, south and west and Hollybrook Cemetery to the east. The pedestrian network surrounding the hospital is well established, with signal crossings on Coxford Road and Tremona Road and various access points around the site perimeter. The hospital is also well connected by on and off-road cycle routes, including routes 4 and 9 of the Southampton cycle network (see Figure 2).



Figure 2: Southampton Cycle Network Map

Southampton City Council Cycle Network Information

As part of Connecting Southampton 2040 (a collaboration between Southampton City Council and Balfour Beatty Living Place) 20mph speed limits are being implemented in residential areas across the city. Whilst the roads surrounding the Hospital are not yet included, there is a chance that 20mph speed limits may be introduced in the near future and UHS would be supportive of these proposals.

Cycle parking is available in several locations across the UHS site. Figure 3 identifies storage locations and the number of spaces available; this map is currently being updated to include the Wellbeing Hub and additional storage installed, with total provision across the site totaling 845 cycle spaces (550 secure spaces and 295 external spaces available for public use). There are also a number of changing facilities across the site, with access to showers and lockers, highlighted in Figure 3.



Figure 3: Cycle Facilities (to be updated)

Public Transport

The hospital is well connected by public transport, with the nearest bus stops located on Coxford Road and Tremona Road. Referring to the Department for Transport [Connectivity Tool](#), the General Hospital scores 77/100 in terms of availability of transport options, with Royal South Hants scoring 83/100. Bus routes serving the General Hospital are shown in Figure 5, with a summary of the main destinations and peak hour frequencies for regular bus services provided in Table 1. Further details on all operators is available via [Southampton City Council Public Transport Information](#).

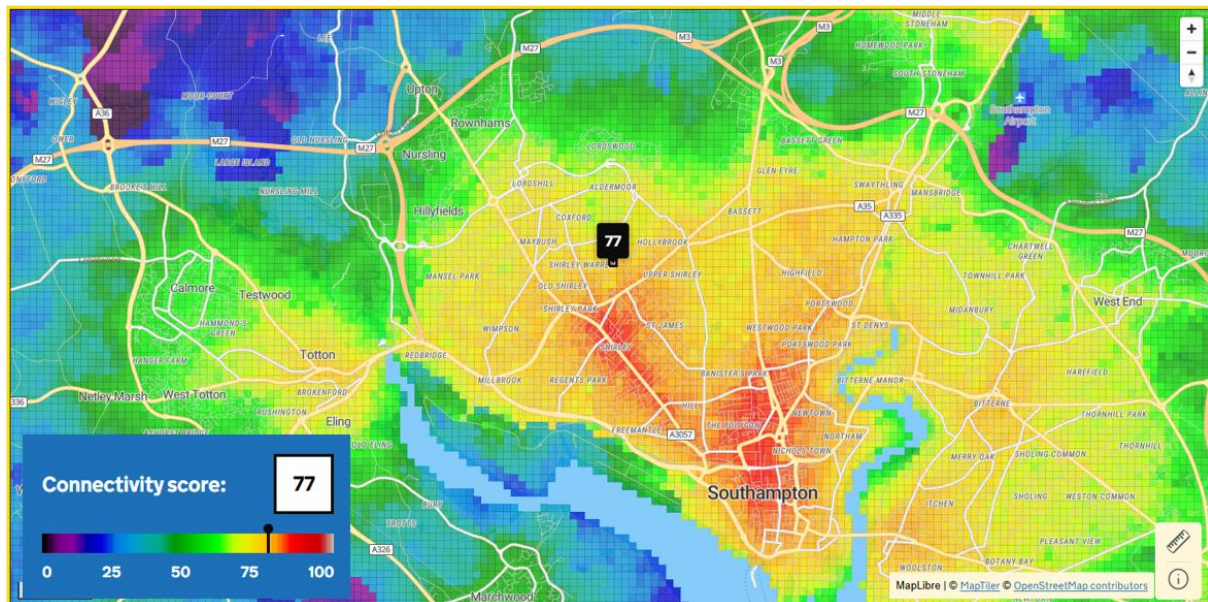


Figure 4: Extract from Department for Transport Connectivity Tool



Figure 5: Bus routes and connections to rail

Table 1: Bus Services

Service Number	Destinations	Mon to Saturday daytime frequency	Monday to Saturday evening frequency (7pm onwards)	Sunday frequency
B*7	Lords Hill – General Hospital – Southampton Central Station - Sholing	Every 30 mins	Every Hour	Every Hour
B*17	Adanac Park P&R – General Hospital – Southampton Central - Weston	Every 10 mins	Every 15-20 mins	Every 15 mins
B*19/19a	Lordshill – General Hospital – (19a via Hill Lane)- Southampton Central Station- Thornhill	Every 10 – 15 mins	Every 20-30 mins	Every 30 mins
U6C	General Hospital – Southampton Central Station	Every 15-20 mins	Every 30 mins – 1 Hour	Every Hour
U6H	General Hospital – Southampton Central Station	Every 15-20 mins	Every 30 mins – 1 Hour	Every Hour
B*21	Lords Hill – General Hospital – Southampton Central	Every Hour 9am-2pm	N/A	N/A

Further information on bus services is available from the hospital main reception, Travelwise office, on our staff net and public website, and from bus operator websites eg: Bluestar, Uni-link.

Southampton Central Railway Station is located approximately 2.5 miles southeast of the hospital, with high frequency services operated by Southwestern Railway and additional Southern, First Great Western and Cross-Country networks. Information on routes and journey planning is available via [National Rail Enquiries](#), and other ride booking apps.

Park & Ride

The Adanac Health & Innovation Campus opened in October 2022, providing a 1,000 space Park & Ride facility for UHS staff. The site also includes office and research buildings as well as industrial and retail facilities.

The Park & Ride facility is open between 6.30am and 10pm daily with a dedicated direct bus service every 10 – 15 minutes (10-minute bus journey) between 6.30am – 9.15am and 2.35pm – 6.05pm. Additional services depart from the hospital at 6.40pm, 7.10pm and 7.40pm. Bus route 17 provides a service every 10 minutes (every 15-20 minutes after 7pm) between Coxford Road and the Adanac Park & Ride which is a 12-minute bus journey.

To support the facility, Southampton City Council in partnership with Balfour Beatty Living Places have delivered two road improvement schemes; the layout of the Frogmore Lane / Brownhill Way junction immediately to the southeast of the facility was simplified to reduce delays and increase capacity, as well as reducing bus journey times. Improvements were also carried out at Coxford Road / Lord's Hill Way junction introducing a new rapid bus lane to improve bus journey times. Both schemes were funded by the Department for Transport's Transforming Cities Fund.

Car Parking

Car park management is an important issue for the Trust, both currently and in terms of future provision as the Trust develops on the hospital site. The primary road accesses are on Tremona Road and Coxford Road, with the main patient and visitor car parks located to the east of the Hospital on Tremona Road. There are 3,248 car parking spaces on-site (December 2023) comprised of:

- 2050 staff/permit holder spaces
- 912 patient/visitor bays
- 286 bays at Princess Anne Hospital

This total includes 146 accessible bays, with an additional 55 motorcycle bays across the site. The Trust therefore remains below the threshold of 3,120 permitted parking spaces agreed with Southampton City Council. Figure 7 provides a summary of parking distribution for the General Hospital and Princess Anne sites.



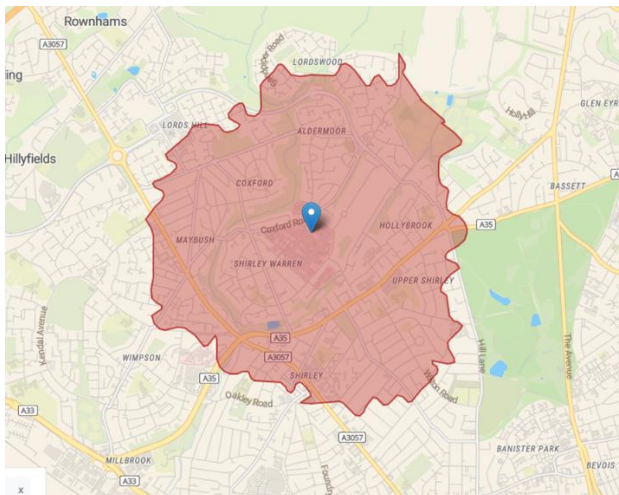
Figure 7: Parking Distribution, Southampton General Hospital and Princess Anne Hospital

Due to the ongoing works associated with upgrading the facilities at the General Hospital there are typically between 100 – 120 parking spaces lost on any given day due to contractors and associated compounds.

Staff require a permit to park on Trust sites, including the Adanac Park & Ride facility. The Trust promotes equality via allocation criteria for parking permits for all staff, enabling staff Blue Badge holders being allocated to the car park nearest to their place of work or the most easily accessible access entrance into the building for that individual and their needs.

When permit applications are approved, staff are allocated a permit for a specific car park. The car parks are numbered and signed for easy wayfinding. Permits are issued for barrier car parks and the Adanac Park & Ride site in line with eligibility criteria and according to a defined 'local zone' around the hospital (Figure 6), designated according to the applicant's proximity to the site and work pattern/responsibilities. Permit allocation is managed via the Travelwise Office.

Figure 6: Eligibility Criteria & 'Local Zone' Boundary



Factor	Criteria	Full On-Site	P&R Flex	Park & Ride	Evenings & Weekend
Staff living outside the Local Zone and required to start or finish outside Park & Ride bus timetable (start before 07.00 or finish after 21.00)	At least 60% of work days	✓	✓	✓	✓
	Less than 60%		✓	✓	✓
	Never			✓	✓
Staff living outside the Local Zone and required to carry out a 12 hour shift	At least 60% of work days	✓	✓	✓	✓
	Less than 60%		✓	✓	✓
	Never			✓	✓
Staff required to leave and return to site within the working day to carry out their duties	At least 60% of work days	✓	✓	✓	✓
	Less than 60%		✓	✓	✓
	Never			✓	✓
Staff who live outside the Local Zone and do not meet any other criteria	More than 20 Minute Walk			✓	✓
Staff who live within the Local Zone	Less than 20 minute Walk			✓	✓

Patient Access

Enabling patients to access the point of their healthcare is one of the Trust's priorities and an important part of the patient healthcare pathway. Due to the nature of the healthcare services that the Trust provides, many of our patients arrive at the hospital by car, often with a carer or relative, however the Trust supports and promotes the use of sustainable modes wherever possible, with reference to the services and connections summarised in section 4.

In cases of non-emergency care (i.e. those who have a non-urgent need to be at the hospital but who cannot get to the Trust without help), patients can have a non-emergency patient transport vehicle and driver booked for them by their GP. If the patient is too immobile, a driver and carer is supplied with the Patient Transport vehicle to assist the patients to and from the hospital. The regional non-emergency Patient Transport Service (PTS) is managed by the Clinical Commissioning Groups (CCG), currently provided by South Central Ambulance Service (SCAS) and X9 for all patient transport to UHS patients to the CCGs.

Non-emergency patients can be sent from a wide area, including NHS Hampshire, Southampton City, Portsmouth City, Wiltshire, NHS Bournemouth and Poole, NHS Dorset and NHS Sussex. There are strict criteria for patient eligibility which is individually approved by the GP resulting in the robust

management of PTS vehicles to and from and on the site. The Trust recognizes that the provision of suitable PTS drop-off points around the hospital site are important in getting the patient to their clinic location with the minimum distance to travel into the buildings upon arrival, whilst also avoiding any congestion on the site whilst non-emergency drop offs take place.

Patients may also attend the hospital by using the Volunteer Driver services run by their GPs surgeries. The hospital on average has 12,000 volunteer driver car movements per year dropping off and collecting patients.

Frontline Emergency “999” ambulances are currently provided by South Central Ambulance Service (SCAS) and X9 and are accommodated with a restricted access route once on the site with a dedicated Emergency Department (A&E) parking area.

Access via Taxi

The hospital has seven dedicated taxi bays immediately outside the Main Entrance to the hospital for use by approved taxi providers. A dedicated phone is available inside the main entrance to book taxi directly with the Taxi booking office, who have a broad knowledge of local area and the options for accessing the station, ferries and airport. All wards and clinics can book taxis for patients on request.

Business Travel

Data on business travel is currently not detailed enough for us to draw firm conclusions on travel behaviour, however there is indication in 2023 and 2025 travel survey data that the volume of staff travelling on business has reduced (from 29% to 23%), and the frequency of trips has also reduced, with only 11% of staff travelling on business once a week or more. This is likely to reflect increased and sustained home working, and a general shift towards online meetings, which the Trust continues to support. Creation of a Business Travel Policy (see section 7) will improve data collection and formalise this trend.

5. Travel Plan Objectives

The overall objective of this Travel Plan is to reduce the proportion of staff travelling to the hospital by car alone, to reduce parking congestion, improve staff health and reduce environmental impact via lower Scope 3 emissions from commuting and improved local air quality. Actions taken to support sustainable travel by staff will also benefit sustainable connections for patients and visitors.

To do so, this travel Plan will:

1. Help to manage capacity and demand for parking on an on-going basis, whilst promoting alternative means of transport
2. Support increased usage of the Adanac Park & Ride as an alternative to on-site parking for staff
3. Improve availability and consistency of Trust facilities, including cycle parking, public transport information, car sharing opportunities, to make sustainable modes as convenient as possible to attract staff to switch from single occupancy car travel
4. Encourage an increase in the number of staff, patients and visitors travelling to the hospital by the healthiest and most environmentally friendly forms of travel, following the Sustainable Travel Hierarchy (Figure 7), and
5. Continue a close working relationship with Southampton City Council, the University of Southampton and public transport operators to help improve transport options for staff, students, patients and visitors.

This Travel Plan also helps the Trust to meet the NHS objectives of:

- Reducing patient stress and improving the quality of accessing healthcare
- Promoting inclusion and accessibility
- Reducing the NHS's carbon footprint
- Tackling obesity and physical inactivity

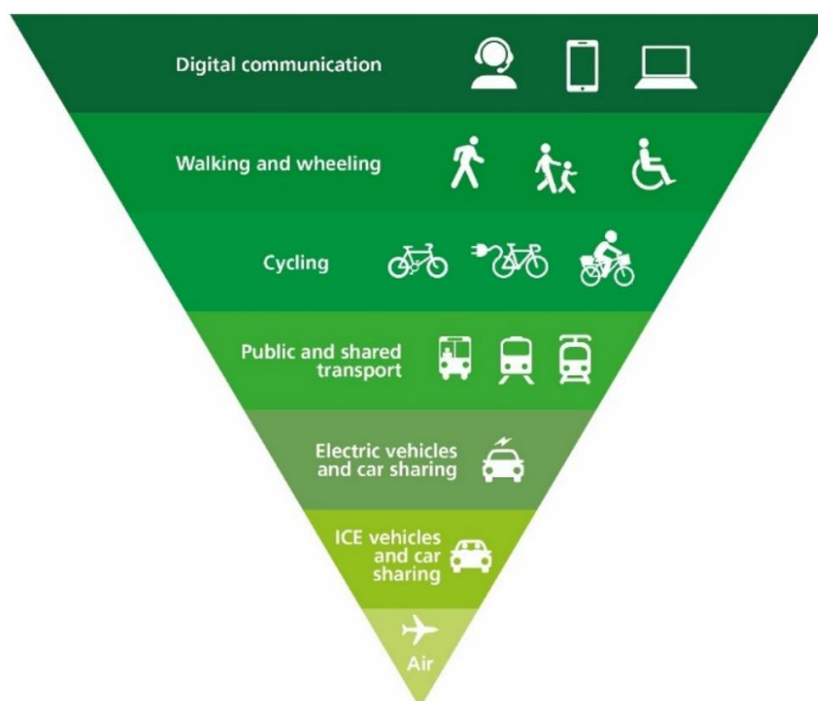


Figure 7: Sustainable Travel Hierarchy
(source: NHS Net Zero Travel and Transport Strategy)

6. Travel Survey Results- 2023 & 2025

Mobilityways completed a staff travel survey for the Trust in 2025, with a response rate of 10%. The full report is attached as Appendix A. Table 3 compares the results of the 2025 survey with those collected by the Trust in 2023:

Table 3: Travel Survey Comparison

Mode	% Staff 2023	% Staff 2025	Change (+/-)
Drive Alone	41	37	-4
Park & Ride	7	11	+4
Car Share	5	4	-1
Bus	15	22	+7
Train	1	1	0
Walk	15	12	-3
Cycle	10	8	-2
Motorcycle	1	1	0
WFH/Other	4	3	-1

Key trends identified in the survey were:

- The Trust has seen some shift in travel behaviour, notably a 4% reduction in single occupancy car use and a corresponding increase in use of Park & Ride and bus services
- The survey recorded minor reductions in walking and cycling to hospital sites, which may reflect the condition and availability of facilities to support regular travel via those modes
- 54% of staff live within 6 miles of their workplace, and only 26% live further than 12 miles away
- Cost of alternatives and convenience/reliability remain the major barriers to increasing uptake of sustainable modes
- In terms of impacting travel decisions, the availability of pool cars was a popular option to convince staff to leave their own car at home (of those regularly travelling on business, 44% of respondents stated they would change their commuting mode if pool vehicles were available, and 20% stated they would occasionally change)

Information collected via travel surveys has been used to develop the Action Plan (Appendix B) and will continue to influence the prioritisation of investment and operational changes made as a result of this Travel Plan.

7. Targets

Previous iterations of the Trust Travel Plan established targets as summarised in table 4:

Table 4: Performance against 2012-2017 Travel Plan Targets

Predominant Travel mode	Baseline 2012	Year 3 (2015)	Year 5 (2017)	Target Shift	Actual Shift (2023 survey)
Car, on your own	66%	61%	55%	-11%	(41%) -25%
Car share (incl. 'Car, with a colleague' and 'Car, with another person')	2%	10%	11%	+9%	(5%) +3%
Active travel (Bicycle + Walk)	20%	20.5%	21%	+1%	(25%) +5%
Public transport (Bus + Train)	12%	12.5%	13%	+1%	(16%) +4%

Although there was a gap in reporting (partly accounting for disruption surrounding the pandemic) the mode share from the 2023 Travel Surveys demonstrates that single occupancy car travel had reduced to 41%, meeting (and significantly exceeding) the reduction target and making notable progress against other metrics. As per Table 3, the 2025 travel survey recorded further reductions in car use (to 37%), largely due to the introduction of Park & Ride as an alternative option for staff.

2025-28 Targets

This Travel Plan update has been developed alongside the second version of the Trust Green Plan and, as such, covers the same period (2025-2028) to align with NHSE reporting requirements. Using the results of the 2025 travel survey as a new baseline, updated targets are shown in table 5.

Table 5: Travel Plan Targets 2025-2028

Travel mode	Baseline 2025	Target 2027	Target 2028	Shift
Car, on your own	37%	35%	30%	-7%
Active travel ('Bicycle' + 'Foot')	20%	21%	22%	+2%
Public transport (Bus + Train')	23%	23%	24%	+1%
Park & Ride (Adanac)	11%	13%	15%	+4%

Recognising the long-term challenges in increasing lift sharing, and the associated cost of third-party support for sharing platforms, this Travel Plan focuses on direct interventions to promote modes further up the sustainable travel hierarchy; lift sharing will still be supported as a better option than driving alone but a specific target for uptake has not been set. Other travel modes such as motorcycle use and occasional use of taxis are not targeted as part of this Travel Plan due to low levels of use. In terms of staff numbers, achieving the targets set in table 5 would require:

- approximately 520 additional staff to use the Park & Ride site,
- 260 staff to switch to walking and/or cycling, and
- 130 staff to move to public transport services.

In addition to modal shift targets, the Trust has committed to the following targets linked to delivery of the Trust Green Plan and associated NHSE commitments:

- To establish a baseline for air quality monitoring on the SGH site, and set reduction targets based on particulate levels at high traffic locations: **2026 Target: Establish an approach for air quality monitoring, and set the baseline**
- To develop a policy position on business travel that directly addresses carbon emissions associated with those journeys, as part of the Trust's Scope 1 & Scope 3 emissions profile: **2026 Target: Establish Business Travel Policy**
- Develop a clear roadmap for migrating all Trust fleet (owned or leased) to electric vehicles, and support migration of the ambulance fleet to electric: **2026 Target: Establish procurement position, and develop EV infrastructure plan to support operational change in advance of NHSE deadline (2027)**

These targets will be reviewed annually to ensure they are still reasonable and achievable, depending on measures that are being introduced and recognising that behaviour change becomes incrementally more challenging as the overall percentage of car use reduces.

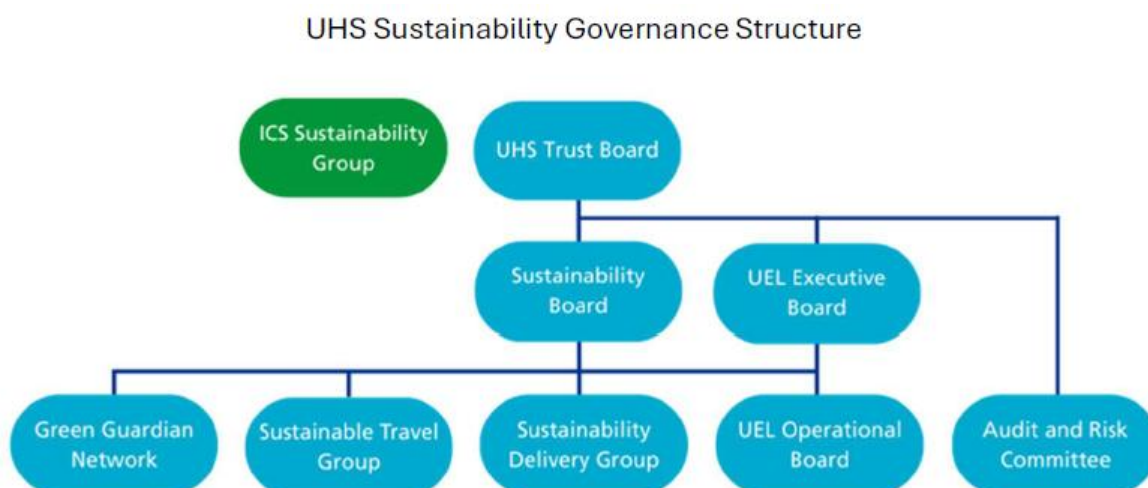
8. Travel Plan Strategy

The Trust recognises that this Travel Plan is a live document, requiring regular review and updates to remain current and to reflect the ongoing efforts to increase use of sustainable travel options. The Trust commits to regular staff travel surveys to assess progress with Travel Plan targets. The objectives in the Action Plan (Appendix 2) will help achieve these targets, reducing associated carbon emissions and encouraging sustainable travel habits.

The Trust also recognises that tackling transport issues is essential for the continued development of the hospital estate and meeting strategic commitments to reducing environmental impact. This Travel Plan is supported by the Trust Sustainability Policy and is an important delivery tool for the Trust Green Plan and Estates Strategy. The Travel Plan is a key document to support Trust planning applications and provides an overarching summary of our approach to transport planning for all Trust sites, including development projects.

Responsibility and management

The Sustainable Travel Group, feeding into the Trust Sustainability Board, will have overall responsibility for monitoring this Travel Plan, as set out in the Green Plan Governance Structure:



The Trust is currently reviewing the structure of the Facilities team, including Travel and Transport roles, and plans to introduce a specific Travel Plan Co-Ordinator role to deliver the actions and objectives of this document in the 2026/27 financial year. This role sits within the Sustainability Team, supporting other teams (for example transport and procurement) and engaging with staff, patients, visitors, the local community and key stakeholders and partners. The Travel Plan Co-Ordinator role will include the following responsibilities;

- Ownership of the Trust Travel Plan
- Reporting progress to the Sustainable Travel Group and Sustainability Board
- Implementing measures as outlined in the Action Plan
- Maintaining senior management support
- Undertaking annual surveys, including promotion prior to the survey and analysis of data
- Producing Monitoring Reports for Southampton City Council detailing progress towards agreed targets
- Producing and updating travel information
- Running promotional campaigns
- Regular Liaison with University of Southampton and Southampton City Council

The Travel Plan Co-Ordinator will be responsible for monitoring the success of the Travel Plan and implementing the various measures set out in the Action Plan. Until this appointment is made, the Travel Plan will be overseen by the Head of Sustainability (Adam Tewkesbury) and will be monitored as a delivery mechanism for the Green Plan.

Partnership Working

As a major employer and trip generator in Southampton, the Trust recognises its impact on local transport across all modes, and the importance of working in partnership with stakeholders across the city and wider region.

- The Trust is an active member of Southampton City Council's Workplace Travel Network, engaging with the group to share best practice and information on Trust transport initiatives
- The Trust works closely with the University of Southampton, recognising the demand for travel between our respective sites
- The Trust contributes to regional transport networks such as the Chamber of Commerce Planning & Transport Committee, Three Rivers Rail Partnership and Hampshire Enhanced Bus Partnership Forum
- UHS works closely with other Trusts and NHS England, to ensure that this Travel Plan aligns with the requirements of the Green Plan and associated guidance and commitments relating to travel and transport activities
- Recognising the constantly changing travel demands across sites, the Trust regularly engages with clinical and operational staff via Travel Surveys and Green Plan surveys, acting on feedback to ensure the measures we prioritise remain current and effective

Monitoring

As with the Green Plan, the Travel Plan will remain a live document, with regular monitoring, review and revision so that it remains effective and relevant to all users and reflects any future changes to the Trust estate. The Trust will regularly monitor the delivery of the Action Plan via the Sustainable Travel Group and Sustainability Board, with reports as required to the Trust Board and Southampton City Council. Travel Plan targets are set for 2027 and 2028, with the baseline set as the mode share from the 2025 travel survey, and progress measured via annual travel surveys thereafter.