Salisbury
NHS Foundation Trust

SUSTAINABLE TRAVEL PLAN 2025-2027

FOREWORD

This Sustainable Travel Plan sets out how Salisbury NHS Foundation Trust will make its business travel and staff commute to work cleaner and more sustainable. The scope of this plan is derived from the NHS Net Zero Travel and Transport Strategy (NHS England 2023) accordingly, it does not encompass patient and visitor travel or the supply chain. Emissions associated with supplier transport are addressed in the Trust's Sustainable Procurement Policy. The Trust is on track to meet the targets set in the strategy. The greatest reduction in fleet and commuting emissions will be achieved with a move from internal combustion engines to battery electric vehicles. Fleet vehicles will gradually be replaced with battery electric vehicles as current leases expire and as the range offered by battery vehicles increases, to meet our needs. By the end of 2025, data will become available to us to identify the fuels used by staff in the commute to work, enabling us to track changes in the carbon footprint of commuting.

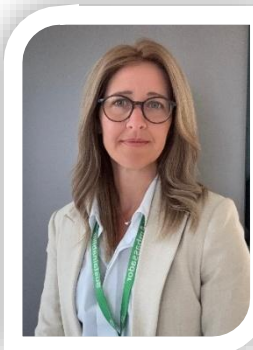
The Trust works closely with Salisbury Reds who contribute towards the discounted bus tickets offered to support staff in their commute to work. The introduction (in 2026) of up to 30 electric buses will markedly reduce the carbon footprint of commuting by bus, in the Salisbury area. The Trust continues to promote and support active travel – walking and cycling – which can contribute so much to staff wellbeing. Beyond the Hospital site, we work with the local authority to seek improvements to the cycling infrastructure and to the provision of public transport to and from the Hospital site.

As the sustainable travel plan evolves, the Trust recognises that it may be appropriate to consider the adoption of further objectives and revisions to targets to ensure that the sustainable travel plan meets future travel demands and expectations.

We trust you will take the time to read this travel plan and in doing so appreciate what it is looking to achieve, what sustainable transport choices you can make and how these will improve the environment for all.

Ian Robinson

Head of Facilities & Sustainability Lead



Gemma Heath

Sustainability Manager

Lucy Davey

Sustainability Officer for Travel & Transport

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Introduction

The NHS has set a target to reduce its Carbon Footprint (which includes fleet and business travel) to Net Zero by 2040 and its "Carbon Footprint Plus" (which adds in staff commuting) to net zero by 2045. The purpose of this document is to describe the current infrastructure, facilities and behaviours relevant to sustainable travel and to set out actions aimed at reducing the carbon footprint of business travel and commuting. It supports the Trust's Green Plan for a sustainable future.

The scope of this plan is derived from the NHS Net Zero Travel and Transport Strategy (NHS England 2023) accordingly, it does not encompass patient and visitor travel or the supply chain. Initiatives to eliminate the need for journeys through technology or process improvement or providing care closer to home, are also out of scope.

1. Objectives and Reporting

Progress against the Sustainable Travel Plan will be reported annually within the Sustainability Annual Report.

Long term Objectives required by the NHS Net Zero Roadmap

Sustainable travel strategy will be developed and incorporated into the Trust's Green Plan	by end 2026
All new vehicles owned or leased by the Trust will be zero emission	by end 2027
All vehicles owned or leased by the Trust will be zero emission	by end 2033
All NEPT will be undertaken in zero emission vehicles	by end 2035
All business travel will be zero emission	by end 2040
80% reduction in Carbon Footprint Plus i.e. all we can influence including freight and commuting but not patients & visitors	by 2036
Net zero Carbon Footprint Plus	by 2045

Medium term objectives

Introducing a 1.5-mile parking exclusion zone for staff	Sept 2025
Baseline ratio of EV to ICE staff cars	End 2025
Identify what support can be offered to low-paid staff to get a bike	Feb 2026
Review Liftshare cost/benefit and alternatives	Apr 2026

Increase number of secure cycle spaces by 10%	Oct 2025
Improve travel information provided at life-change points (Recruitment, Induction, House move)	End 2026

2. Drivers for change

2.1 UK Government

The UK has committed to reduce emissions in 2030 by 68% compared to 1990 levels, as its Nationally Determined Contribution to the Paris Agreement. The Climate Change Committee (CCC) has said that the target is within reach. Surface transport needs to contribute almost 30% of the emissions reduction required between 2025 and 2030 (CCC 2025).

From 2030 all new cars sold in the UK will need to be hybrid or zero emission and, from 2035, zero emission, we await clarification on the policy regarding vans, though this may change following EU plans to relax this position. In the background, the electricity powering these cars needs to be low emission and the UK is making good progress on decarbonizing electricity generation with emissions 82% lower than in 2008 (CCC 2025).

2.2 Health and Healthcare

Despite the very encouraging long-term trend, air pollution is still the largest environmental health risk in the UK, shortening lives and contributing to chronic illness and hospital admissions. High pollution contributes to cardiac arrests and hospital admissions for asthma. Transport remains a significant source of emissions of gaseous and particulate air pollution. Electric vehicles powered by clean energy are not a complete solution as all road vehicles cause particles to be emitted from brakes, tyres, and road surfaces. Air pollution also has direct impacts on the natural environment, contributing to climate change, reducing crop yields and polluting oceans.

A Public Health England study estimated the total cumulative cost to the NHS and social care from 2018 to 2035 at £5.37 billion for PM2.5 (PM2.5 is particulate matter with a diameter of 2.5 micrometres or less) and NO_2 combined, rising to £18.57 billion when costs for diseases for which there is less robust evidence are included (Pimpin et al 2018).
The negative health effects of air pollution are not felt equally. The poorest communities often live in the most polluted areas, and children, older people and people with health conditions are at greater risk.

When and where possible, the greatest contribution to health (physical and mental health) improvement may be achieved if a journey can be moved up the activity scale – even swapping the car for the bus introduces some physical activity, with greater benefits if all or part of a journey can be undertaken by bicycle or on foot.

2.3 NHS Strategy

The report “Delivering a Net Zero Health Service” found that approximately 4% of all road travel in England relates to patients, visitors, staff and suppliers to the NHS (NHS 2020).

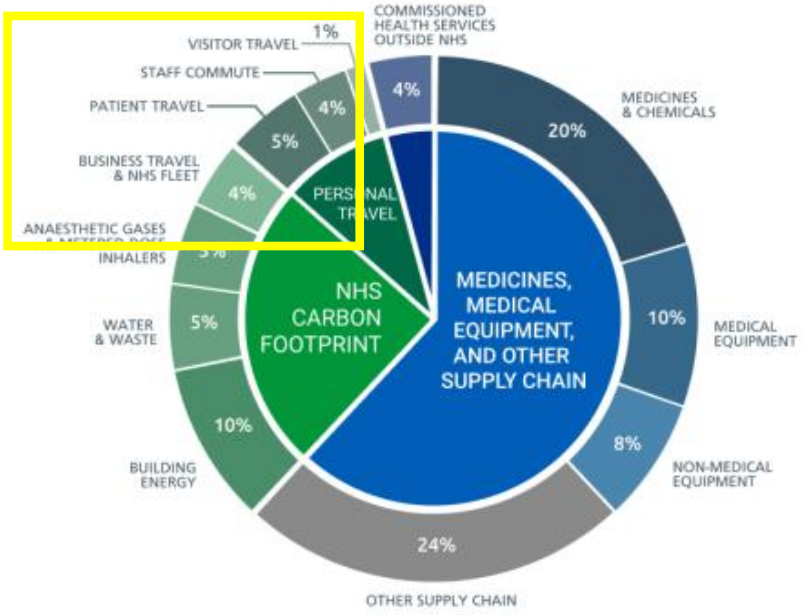


Fig. 1 Sources of NHS carbon emissions

NHS England has set the following targets:

- **For the NHS Carbon Footprint (**which includes fleet and business travel) a target to achieve Net Zero by 2040, with an 80% reduction by 2028/2032 from the 1990 baseline.
- **For the NHS Carbon Footprint PLUS (**which includes staff commuting) a target of Net Zero by 2045, with an 80% reduction by 2036/2039

2.4 What is Sustainable Travel?

The most sustainable mode of transport, per mile, is walking and the least sustainable is flying. If a journey can be eliminated altogether, it will be even better.

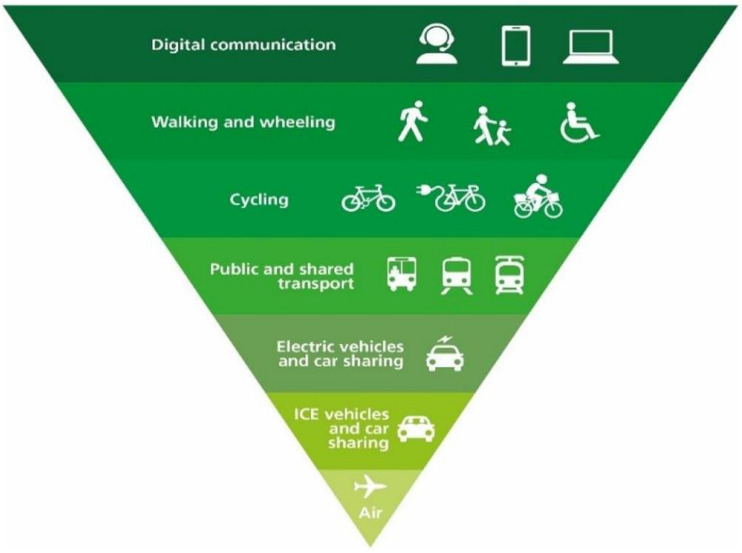


Figure 2. The sustainable travel hierarchy in priority order for modal shift (NHS England 2023)

The graph below shows the carbon savings from different modal shifts, based on standardised Department for Transport (DfT) emission figures. The distances chosen are 4.8 km (a return journey from the edge of the new car park exclusion zone) 16km (e.g. Longhedge) and 31 km (e.g. Amesbury).

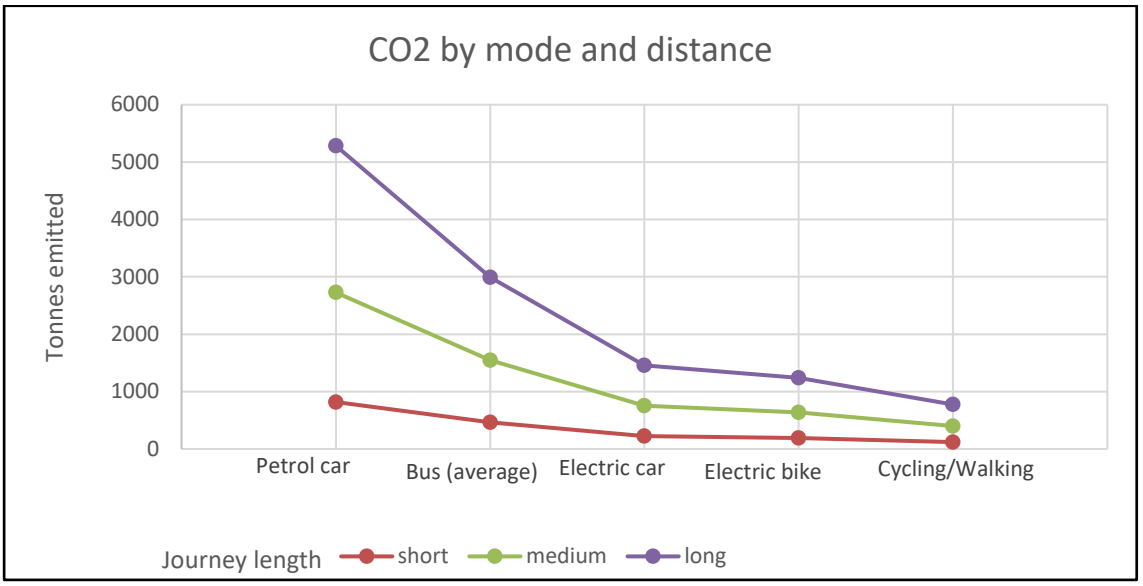


Figure 3: Differences in CO2 emissions by mode and distance

The graph illustrates how the greatest carbon savings will come from drivers with long journeys converting from internal combustion to electric vehicles. There is even a big step down shifting from bus to EV, although this step will be smaller once more buses are electric. While intuitively reducing car park provision may incentivise low carbon travel, in the era of EVs this is not always the case.

If we focus purely on carbon reduction, electrifying the fleet and promoting EVs to staff will have the greatest impact. There are other considerations - particulate matter, congestion, healthy activity and social inequalities – that make the policy choices more nuanced, as well as the question of where Trust policies and provisions can actually make a difference, since EV uptake is largely out of the Trust's control.

3. The Hospital Setting

3.1 Transport Infrastructure

Salisbury train station is 4 kilometres from the Hospital site and is connected via the nearby Salisbury Reds R1 bus service. Bus routes from other areas take passengers to the town centre to connect with the R1 service, which operates a service every 15 minutes, for much of the day. Bus priority lanes exist on the A338 Downton Road and, on parts of the A345, Castle Road.

Salisbury has 5 Park & Ride (P&R) sites, managed by Wiltshire Council (WC), on the main routes to/from the city centre. The P&R sites offer over 2000 free parking spaces and have the potential to reduce mileage and congestion. The P&R buses run to/from Salisbury city centre so users need

to change to the R1 service to reach the Hospital site, by bus. All the P&R sites are within easy cycling distance for people who wish to "park & pedal". The Trust operates a diesel minibus shuttle for staff from the nearby Britford P&R, to help manage demand for staff parking space.

The 'shared use' path along the town's southern perimeter (from Petersfinger or Exeter Street roundabouts) and then south to the Hospital provides a safe walking and cycling route. There is an almost traffic free cycling route from the north edge of Salisbury (Beehive roundabout), patchier cycling provision from the east and poor provision from the south, west and northwest. The last quarter of a mile walking/cycling is uphill alongside a 30- then 60-mph road. An alternative is a bridleway that arrives at the easternmost corner of the site. It is a pleasant route between fields but has numerous shortcomings – it is unlit, it gets muddy in the winter, and travelling away from site it meets the A338 on a blind corner with no pavement and the last 6 yards are steep and very rough. Appendix 2 shows cycling routes around Salisbury.

3.2 Local Authority

As an anchor organisation and the largest employer in the city, the Trust acknowledges its role in supporting the local authority to achieve its plans. The current Local Transport Plan (LTP4) includes an objective to "expedite reduction of the total carbon emissions in the county that are due to transport" (WC 2025).

The Trust has a reciprocal dependence on Wiltshire Council (and, to a lesser extent, neighbouring authorities) to deliver the infrastructure and services that enable low carbon travel to the Hospital. The Local Cycling and Walking Infrastructure Plan (WC 2024) acknowledges that "significant modal shift will not be achieved without providing segregated and low traffic routes". The Wiltshire Climate Change Strategy (WC 2022) sets out the relevant local objectives: -

- to achieve a transport system in Wiltshire that has zero carbon emissions, acknowledging the different solutions for our towns and city versus rural villages
- to create the infrastructure for increased walking, cycling, shared and public transport and use of alternative fuels, including electric vehicle charging points
- to achieve high-quality public transport and transport hubs that offer a pleasant and convenient way to get around, and seamlessly combined journeys
- to locate and design new developments to reduce the need to travel

4. Business Travel

The NHS fleet and business travel emissions are part of the NHS Carbon Footprint, those emissions under the direct control of the NHS. The NHS has committed to reducing these emissions by 80% by 2032 and to net zero by 2040.

4.1 Fleet

The Trust's vehicle fleet, as of May 2025, includes:

- 13 hybrid cars
- 11 diesel vans
- 2 electric vans
- 1 diesel minibuses
- 1 diesel lorry
- 14 electric on-site tugs

The NHS Net Zero Travel & Transport roadmap stipulates that from 2027 all new vehicles owned or leased by the NHS must be zero emission. The Trust Estates team replaced a diesel van with a fully electric van in 2023. In November 2024 one of the 8 courier diesel vans was replaced with an electric one. The remaining Courier vans are leased until 2028. At the last renewal it was assessed that only one of the Courier vans could be switched to electric because of the range required. Battery range and charging speeds are continuing to improve so it is hoped that by 2028 we will be able to choose battery electric vehicles without compromising productivity or safety.

A second (diesel) minibus is being leased from January 2026 to facilitate an increase in the frequency of the Hopper bus service, to and from the Britford Park and Ride site.

	2022/3	**2023/4**	**2024/5**
Diesel	22,381	21,787	27,793
Petrol	0	219	6,168
Total litres	22,381	22,006	33,961

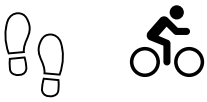
Table 1: Fleet fuel usage 2022-2025

4.2 Grey fleet

4.2.1 Business travel policy

It is the published policy on car travel that before opting for the use of a car staff and managers should work down this checklist:-

	Can the meeting/exchange of information take place by other means: - Telephone or Email - Videoconferencing e.g., Microsoft Teams

	Could you make the journey by walking or cycling.
	Can you make the journey by using public transport (train, tram, bus, metro, or tube)
	Do you have a Departmental Vehicle that could be used.
Enterprise CarClub	If 'NO' to all the above, then please request car hire through Enterprise Car Hire. If you are attending with a colleague, please share your journey.
	Staff member's own/Private car. If you are attending with a colleague, please share your journey.
	If you travel 7,000 business miles or more per year you should consider a Lease car. Details from the Facilities Department on Ext 5608.

4.2.2 Business mileage

Business mileage is roughly 32,000 miles each month, the majority of which is petrol and diesel-fuelled in private vehicles owned by staff. The proportion of hybrid and electric is increasing rapidly but from a very low base.

	22/23	23/24	24/25
Hybrid	2	4	7
Electric	0.2	1.2	3.6

Table 2: percentage of business mileage in lower emission vehicles

5. Staff Commuting

Staff commuting emissions are part of the NHS Carbon Footprint Plus, those emissions indirectly caused by NHS activity, over which the NHS has less control but can influence. The NHS has committed to reducing these emissions by 80% by 2039 and to net zero by 2045.

5.1 Relevant policy

The Trust Flexible Working Policy and a Home Working Policy set out how (where and when appropriate), staff may work flexibly and remotely. Working from home has the greatest positive impact on carbon emissions, although this is slightly offset by remote workers being more likely to commute longer distances (UK Household Longitudinal Study). Between 25 and 30% of Trust staff work in shift patterns. Shift work can mean bus travel is less convenient and makes it difficult to organise car sharing. Flexible working on the other hand, which tends to be suitable for office-based staff, can make these sustainable options more achievable.

5.2 Staff Travel Survey Results

Both the 2023 and 2025 Travel surveys have asked for commuting mode in a “hands-up” question i.e. responders tick all modes that apply. It is not possible to convert those returns into percentages. Figure 4 shows how they compared. We know the context of the surveys meant that the 2023 survey returns were heavily skewed in favour of active travellers and that the late 2024/early 2025 returns were dominated by drivers.

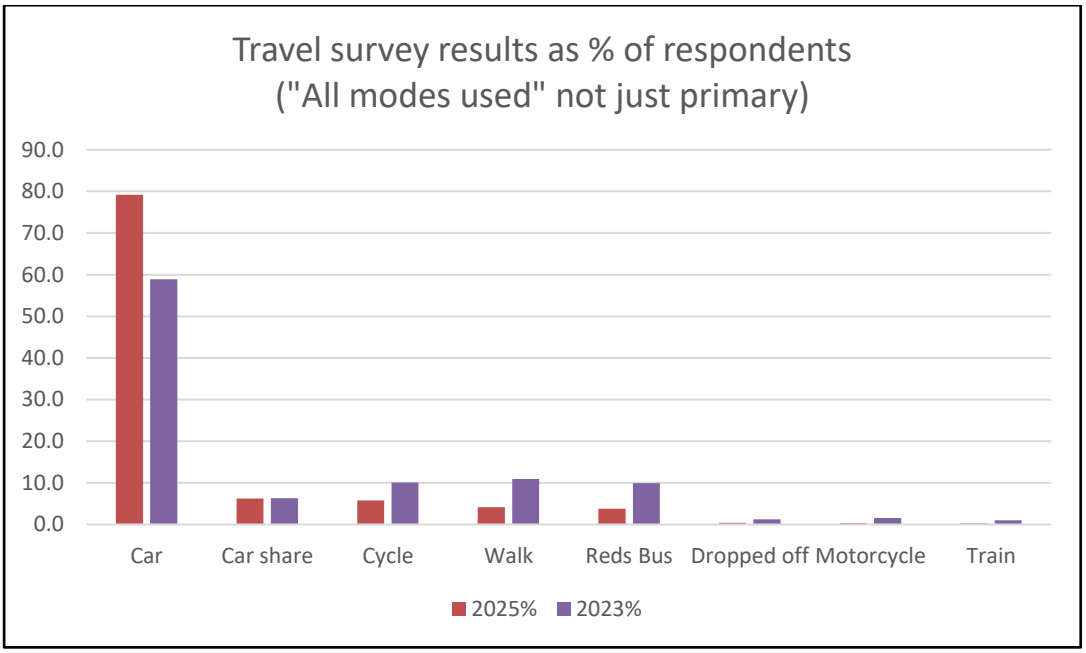


Figure 4: Comparison of 2023 and 2025 staff travel surveys

The new staff car parking portal will provide opportunities to gather data on the ratio of fuel types to improve our understanding of the staff transport carbon footprint. Once it’s established it will provide a good opportunity to engage and nudge on lower carbon options.

5.3 Parking

Most staff drive to work and without significant investment in infrastructure and service provision, this is unlikely to change. The train station is not within easy walking distance, most staff have a round trip of 20 miles or more, and from most of the local population centres, there is no direct bus service to the hospital site. Car parking is emotive: it has the potential to be a powerful lever

to behaviour change but driving to work is currently the only practical and affordable option, for many staff.

The increased penetration of car ownership, rising numbers of hospital staff and reductions in the number of on-site staff car park spaces has led to a situation in which demand for onsite parking routinely exceeds capacity, particularly acute between September and May. A parking permit provides authorisation to park but does not guarantee a parking space. For the first time in September 2025 a local exclusion zone was established. This will mean that staff living within 1.5 miles and who are contracted to work weekdays between 07:30 and 19:30 will not be entitled to park on site (exemptions to the exclusion zone apply and an appeals process is in place). Other changes include the introduction of a Lates car park for staff starting work after 10:45am, the closure of the facility to pay for a dedicated (individual) parking bay, and the introduction of designated department bays.

The exact number of parking spaces varies, reflecting a developing estate, as of May 2025 there were 2,310 parking spaces on site split as follows:

- 1,613 staff spaces (including 22 for staff who register with Liftshare)
- 440 visitor spaces
- 128 shared spaces (including 14 at EV charging points)
- 129 disabled spaces

Since December 2024 a staff-only Hopper bus has operated between Britford Park and Ride and the hospital. In effect, this adds 100 free staff parking spaces.

Parking fees for visitors apply from 6:00am to 10:00pm, seven days a week. Parking is always free outside these hours and for Blue Badge holders and motorcycles.

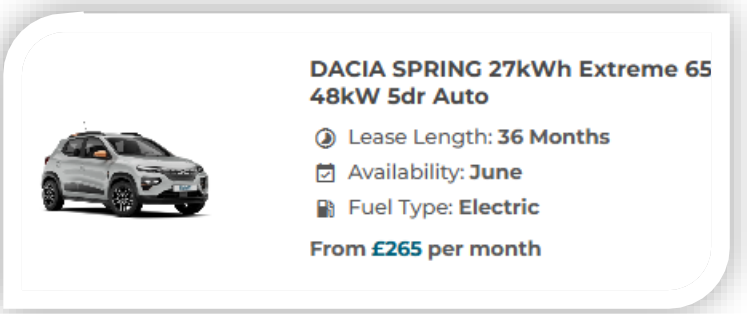
Parking fees for staff increased in 2025 for the first time since 2018. Monthly charges vary from £20 to £35.71 depending on the staff pay band. Staff contracted to work 18 hours a week or less pay a reduced rate. A one-day permit costs £2.05. There is no charge for parking at the P&R site or for the staff Hopper bus ride.

5.4 Electric cars

Nationally and locally, electrification of road transport coupled with lower-carbon electricity generation will make the greatest difference to the carbon footprint of surface transport. In 2023, 6% of all cars licensed in Wiltshire were battery electric compared with England 3%. [DfT 2024]

On site, there are fourteen 7kw Type 2 EV chargers available to both staff and visitors. Separate charging points have been installed for the electric fleet vehicles.

The Trust uses NHS Fleet Solutions as its provider of salary-sacrifice lease cars for staff. There are 41 current leases: 3 hybrids and 38 EVs. The Trust restricts staff to zero and ultra-low emission cars and from 1 January 2026 only EVs will be available as stipulated in the NHS Net Zero Travel & Transport roadmap. As of May 2025, the cheapest model available via the Trust Salary Sacrifice scheme was the Dacia Spring.



5.5 Car sharing

Switching from single occupancy car travel to car-sharing instantly halves the environmental impact as well as the fuel cost per head.

According to the last travel survey, 4.6% of staff share a car to work. The majority of these have made their arrangements informally with colleagues or family. In 2021 the Trust contracted with Liftshare to provide a scheme to support Trust staff in establishing lift share teams/partners. Registered users submit their journey details and get data back about other staff along their route. If they choose to, colleagues then form a Liftshare 'team' and can authenticate their journey by mating their smart phones.

Registration with Liftshare is moderately popular but rarely results in the formation of 'teams' who go on to authenticate. It is impossible to say whether people find the system useful as a matching service and go on to car share informally, or fail to find a match, or are registering out of curiosity. 22 car park spaces close to entrances have been reserved for staff participating in a lift share. Consideration will be given to the future of the current platform and options for change.

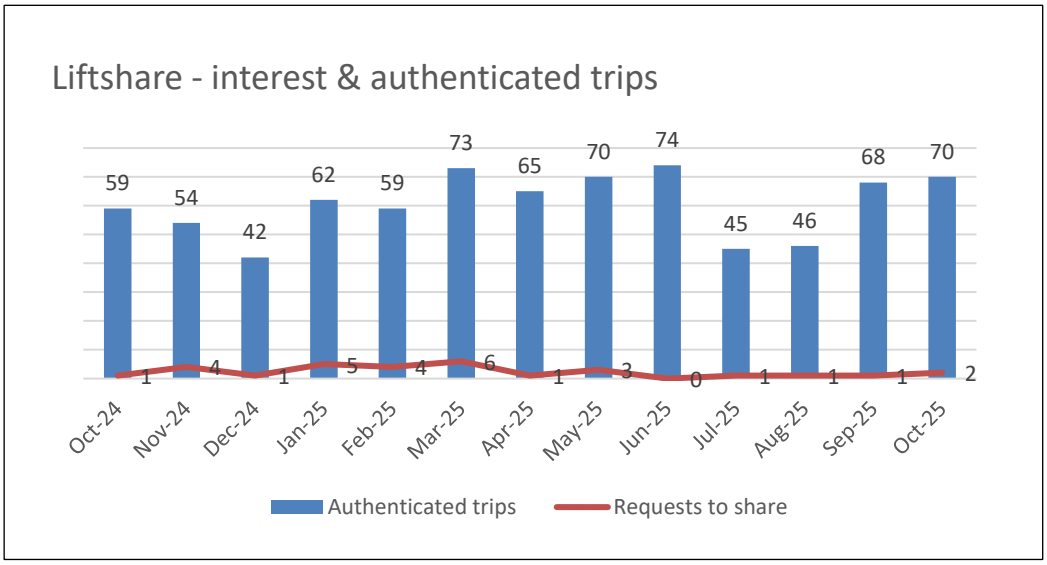


Figure 5: Activity on Liftshare app

5.6 Bus

The hospital site is on three bus routes and there are sheltered bus stops at 3 different entrances. The R1 service operated by Salisbury Reds, providing a link between the hospital, city centre and Bemerton Heath every 15 minutes is the most heavily subscribed service for staff, patients and visitors. Buses from Downton and Shaftesbury also connect with the hospital site but the service on the Shaftesbury route is unlikely to be adequate for most commuters. People travelling from anywhere else need to change buses to continue to the Hospital, which is a disincentive for people who have the choice to drive.

The schedule of the key R1 service is good and its reliability is reasonable but can be reduced at peak times.

The discount available to Trust staff buying period tickets increased from 10% to 40% in November 2022 with 10% funded by Salisbury Reds and 30% funded by the Trust. For some journeys this means the bus fare is cheaper than driving. This offer is heavily promoted at the Trust and the number of people buying tickets has risen steadily. We do not know how many staff use the bus but do not buy a period ticket.

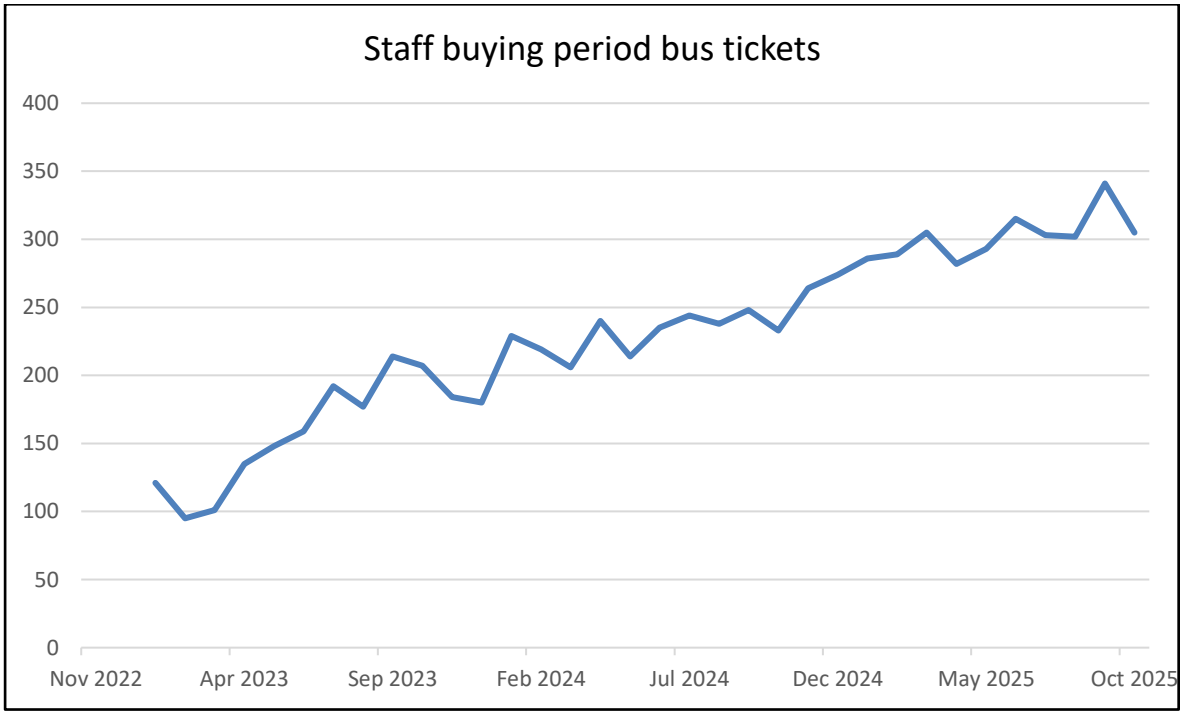
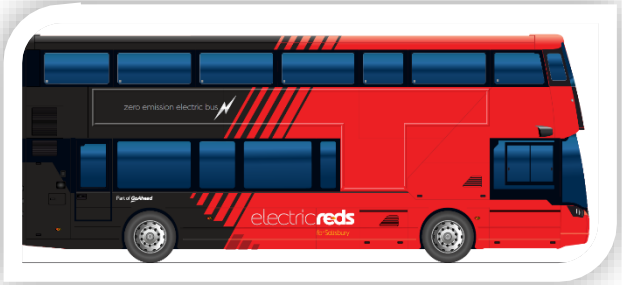


Figure 6: Number of staff using bus discount

The Trust's Public Transport User Group (PTUG), established in 2023, has been successful in working with Salisbury Reds to improve services to and from the hospital site. The PTUG has also provided data to support an extension in the service hours for the R10 service, with a revised timetable being introduced in September 2024.

Looking ahead, Salisbury Reds and WC have successfully bid for electric buses and 30 will be joining the fleet in 2026. This is expected to provide a welcome improvement to the mechanical reliability of the buses.



5.7 Cycling

The number of bikes on site has only been counted since July 2023 and is always subject to the problem of sorting residents' and visitors' bikes from commuters. Approximate numbers of staff commuters are shown in the graph and month on month show mostly small increases.

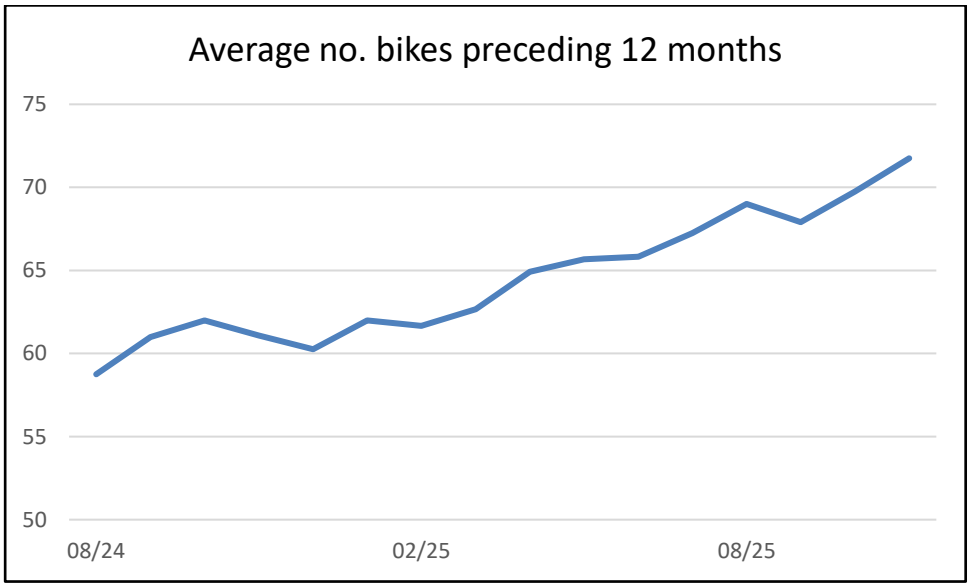


Figure 7: Count of bikes on site daily since Aug 2024

There is good provision of cycle racks, on the hospital site, most of these provide covered storage. A fourth secure shelter, installed in 2025 brings the total secure spaces for staff to 139 (these can only be accessed using a staff ID badge). There is a repair station including pumps and tools, on The Green, a pump is also available in the Nunton shelter. Lockers are available for storing accessories. All staff have access to showers and changing facilities in the Odstock Health and Fitness Centre, via an active travel membership. There are approximately 20 other staff shower rooms, mostly in clinical areas.

5.7.1 Cycle to Work

The Trust has operated a salary sacrifice Cycle to Work scheme (currently provided by Vivup) since 2012. This gives staff the opportunity to purchase bicycles and associated equipment by sacrificing the cost through tax free monthly salary deductions.

26 bikes were bought through the scheme in the year to June 2025. Staff can sacrifice up to a

maximum of £3,000 (this level is set by the Trust). As with any salary sacrifice scheme, it cannot be used if the monthly deductions would make the employees pay below the national living wage. Applications are regularly rejected on these grounds. Alternative or additional schemes to widen access to bike ownership are under investigation.

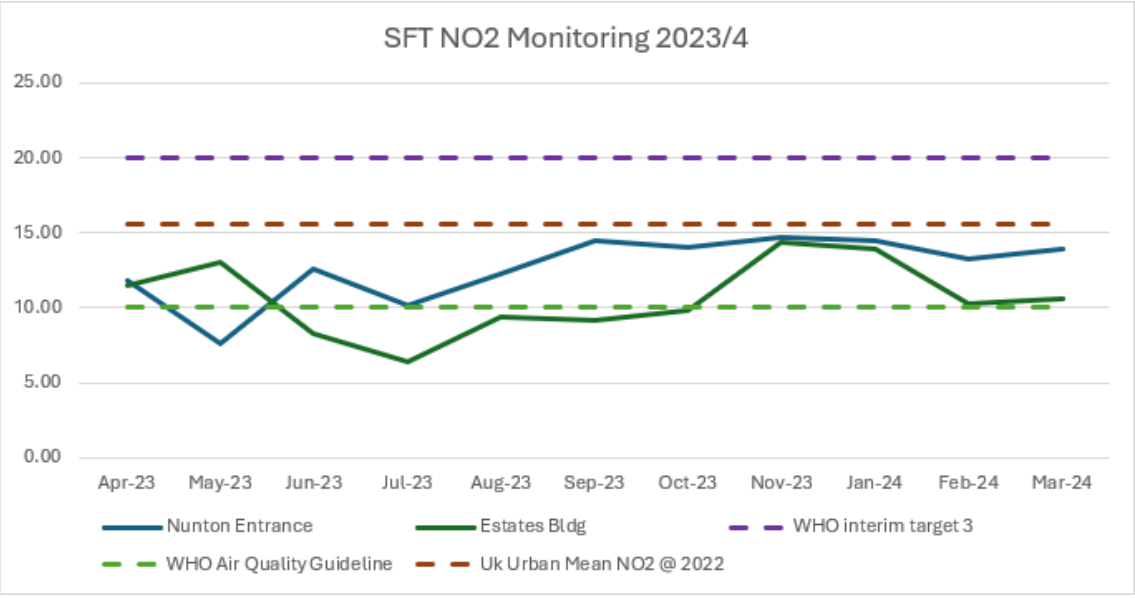
5.7.2 E-bike loan scheme

The Hospital is uphill from the centre of Salisbury which might discourage active commuting. The Trust owns 5 E-bikes which staff can borrow at no charge for up to 2 weeks to see if they like the experience and might consider switching to an E-bike for their commute and/or personal travel. They can also be loaned to people waiting for their own bike (or car) to be repaired. 35 people borrowed an E-bike during 2024. Four people who had borrowed an E-bike went on to buy one through the cycle to work scheme.

6. Air Quality Monitoring

The Royal College of Physicians have found that children living within 500m of a heavily used road are likely to have significantly reduced lung function in adulthood. For older people, living near a busy road increases the rate of lung function decline that is associated with ageing. Exposure to poorer air quality can be associated with several health problems including asthma, type 2 diabetes, decrease in brain cognitive function, cancer and cardiovascular conditions (WC 2025).

The last year has seen an increase in NO2 levels on the hospital site, in contrast to the trend in the UK urban mean. The graphs show us hovering below the Urban Mean 2023/4 and climbing above it in 2024/5. While we wait for the EV effect to make a difference here, we are actively promoting no idle zones (with new signage and monitoring) to minimise engine emissions.



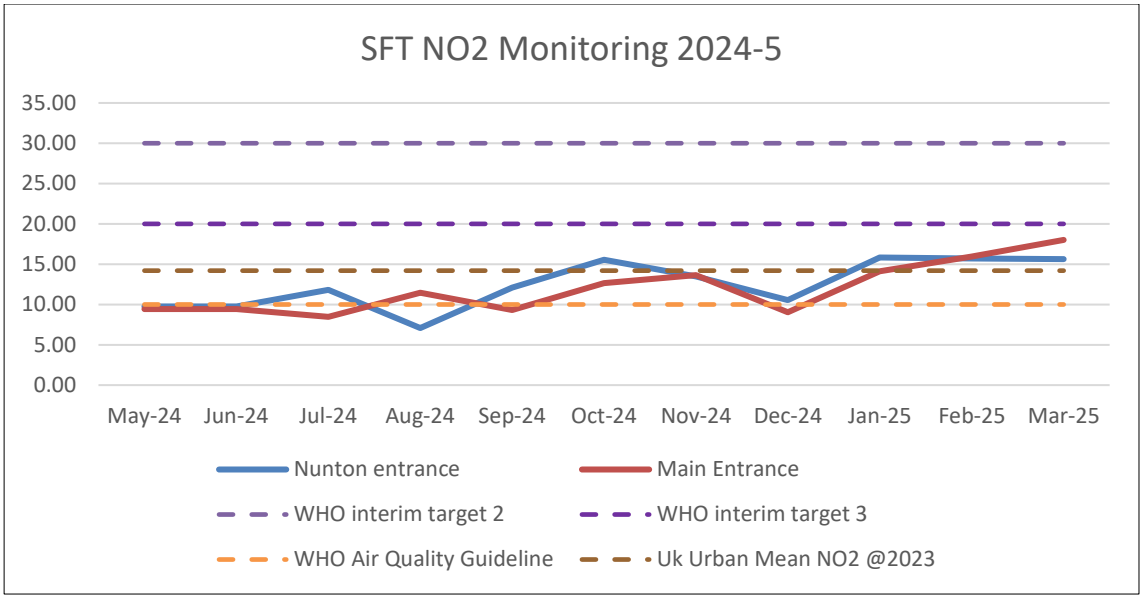


Figure 8a and 8b: NO2 readings from two positions on site

In February 2024 we added particulate monitoring to our existing NO_2 monitoring and relocated one of the NO_2 monitors to the main entrance. While neither pollutant is at a level of concern, the year-on-year NO_2 trend indicates a deterioration of air quality.

The Environmental Improvement Plan 2023 for England sets an interim target that by January 2028 an annual average of 12 µg/m^3 for PM2.5 is not exceeded at any monitoring station. (DEFRA 2023). At Salisbury District Hospital the monthly PM2.5 11-month average has been 3.16 µg/m^3.

For more information about this travel plan, please contact:

Gemma Heath, Sustainability Manager sft.sustainability@nhs.net

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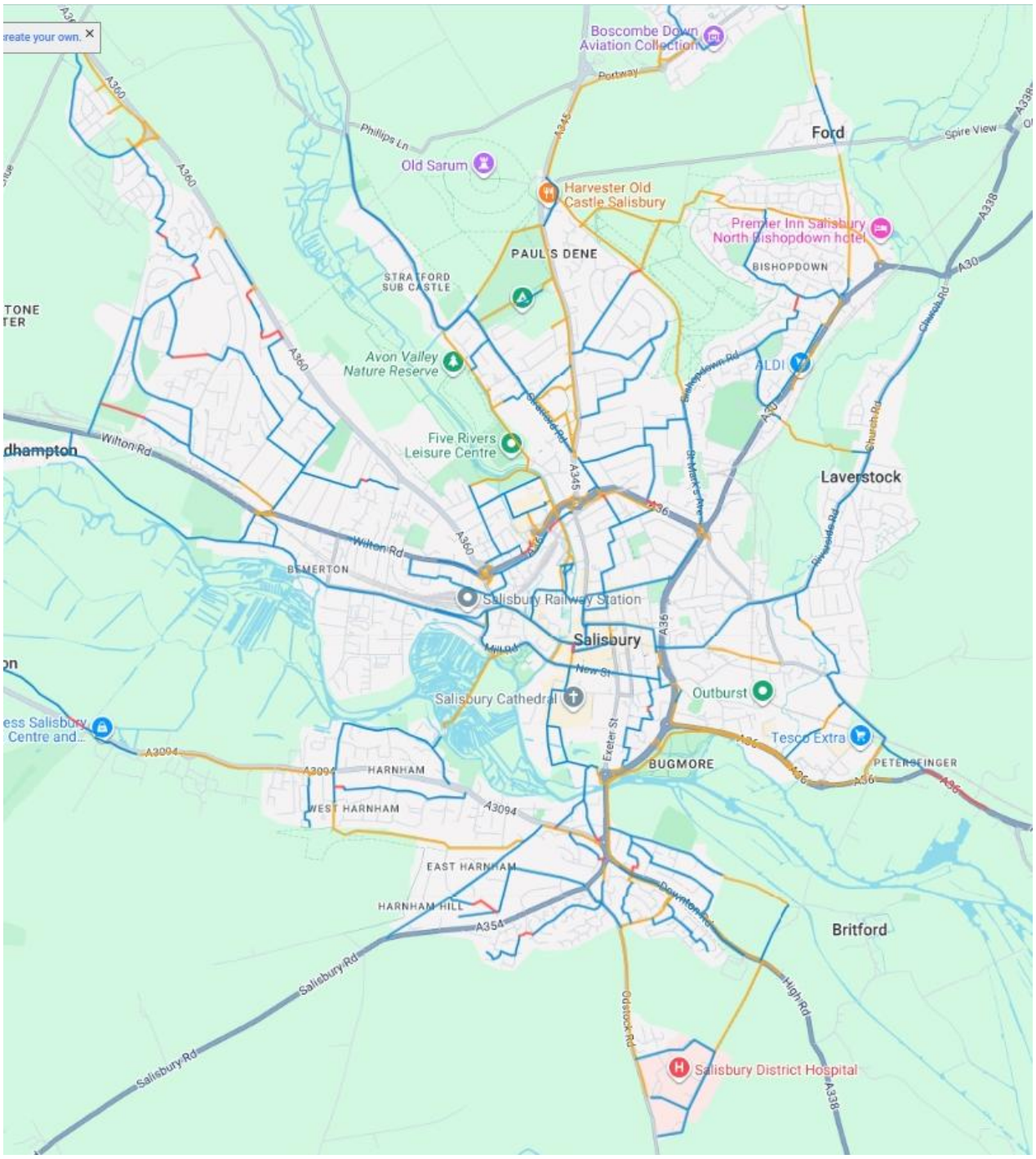
Appendix 1
Progress against the Action Plan 2023-2025

Area of focus	Actions	Progress
Engagement and Comms	Develop a Communication Plan for sustainable travel and change engagement with staff.	Whilst a documented plan was not published, weekly communications have been maintained via Induction briefings, the Bulletin, posters, Post It and occasional Springs stands.
	Analyse gap to Modeshift Silver level accreditation.	Data presented to Modeshift, but silver level not achieved owing to lack of reduction in car numbers.
	Provide regular rewards for active and sustainable travel commuters.	Bus: 40% discount Cyclists: free service twice a year Walkers: two thank you events with modest freebies, have been held Liftshare: coffee voucher after first 10 authentications
Sustainable Travel	Increase the membership of Liftshare and subsequent provision of Liftshare parking spaces/potential for dedicated Liftshare car park.	Liftshare membership has risen but authenticated trips have not, accordingly there is no evidence to suggest a requirement to increase parking provision.
	Investigate the possibility of staff parking restrictions on site.	Completed - 1.5-mile exclusion zone and the closure of the designated purchased permit scheme implemented September 2025.
	Continue to support homeworking / video conferencing – working with IT.	The Trust Home working policy has been updated.
	Change NHS Fleet Solutions by 31/12/25 to allow Zero Emission Vehicles only to be in line with NHS England's Net Zero Travel & Transport Strategy.	Carried forward to the next Plan
Active Travel	Provide external E-bike charging stations.	Completed. It was agreed that charging was only required for residents and for Facilities.
	Increase the number of secure cycle storage facilities. With the possibility of solar power supply for E-bike charging.	A new 20-bike secure shelter has been funded jointly by Stars and Facilities, installed in May 2025. Charging out of scope and not being carried forward.
	Ongoing promotion of the Odstock Health and Fitness 'Active Travel' Membership	Completed within Comms above.
	Approach OD & People to propose a grace period for Active Travel commuters.	Objective reconsidered and dropped.
	Seeking funding for a second repair station with tools for cyclists.	Objective reconsidered and dropped. Current tools are not used.
Public Transport	Investigate the possibility of a staff park and a shuttle ride service.	Implemented November 2024. Note however that this additional parking conflicts with the ambition to decrease solo car use.

Appendix 2
Cycling routes around Salisbury 2025



Traffic free routes

Low Traffic Routes

Advisory Walking links