

London Fire Brigade Travel Plan

2008/2013

August 2008

Foreword by Commissioner Ron Dobson

LFB is a forward thinking organisation and we have made considerable progress in environmental protection and sustainability. In 2007, LFB won the Corporation of London's Sustainable City Award, in recognition of our wide ranging approach to sustainability. We were highly commended at the "SDUK 08 Awards" ceremony for a sustainable furniture disposal contract which led to the reuse and recycling of over 6,000 items of surplus furniture arising from our recent headquarters move. LFB also won the H&V news award for Renewable Application of the Year for 2008.

Our travel survey of headquarters staff shows promising results, with 86.4 per cent of our non-operational staff using public transport, cycling or walking as their main mode of transport to commute to work, compared to the London average of 87%. Transport options are restricted for many operational staff at headquarters who need to be able to travel independently with firefighting kit to emergency incidents.

LFB has a dual role on sustainable development and climate change. We as an organisation are affected by climate change and we contribute to carbon dioxide emissions ourselves, but in our role as a fire and rescue service we also need to respond to the very real effects of climate change in our day to day operations. We are continually working to improve our methods of firefighting and community safety to reduce the scale and frequency of fire and we recognise this provides an added benefit of reducing carbon dioxide (CO₂) emissions.

Climate change is of particular concern to London due to its high flood risk, high property and asset values, its status as a "world city" and financial centre, and its 'heat island effect', caused by a high coverage of manmade surfaces.

While there is a flooding risk to London, it is also one of the driest capital cities in the world. Climate change coupled with a rapidly growing population and an ageing water mains system, could further reduce the amount of available water through pipe bursting and reduced water pressure.

LFB is well on the way to meeting its responsibilities across this broad range of activities. Travel and transport is recognised as a significant aspect of its operations, along with others such as energy use. A Green Champions programme has recently been introduced at LFB sites to encourage good housekeeping on energy, waste and other sustainability issues. LFB Transport involves not only how LFB operates its own vehicles but also how staff travel to work every day. This Travel Plan is our response to those topics for the next five years.

Climate change is a major issue, no individual can solve the problem, but each of us can play a part in solving it, and this Travel Plan offers ways for LFB to do that. It shows us how we can contribute, reduce our impacts and set targets to measure our performance.

I very much hope that we can all play our part to support this plan wherever possible.

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1 Introduction and Objectives

LFB is part of a group of organisations operating as part of the Greater London Authority (GLA). We are the third largest firefighting organisation in the world, protecting people and property from fire within the 1,587 square kilometres of Greater London which has a resident population of 7 million, increased by another 500,000 during working hours.

There are 6,251 operational firefighting staff and a further 1,275 staff across LFB, around 900 of these are based at headquarters. Because of the nature and function of a 24 hour fire and rescue service it should be recognised that there are operational imperatives requiring the need for flexibility and mobility of its fire officers which makes vehicle usage a necessity in delivering an effective service. Therefore many operational staff at headquarters need to be able to travel independently and carry kit to an emergency incident and as a result a car scheme is in place. This is currently under review, in particular in respect of reducing its environmental impact.

Making London a safer city by minimising the risks, and social and economic costs of fire and other hazards is our principal aim and underpins what we do. However, it is recognised that as one of London's largest employers, we have other responsibilities to meet.

LFB's plans for 2008/09 and beyond, as set out in the 2008/11 Corporate Plan, have been carefully developed to make sure that we maximise our impact in reducing pollution and harmful emissions and in promoting sustainable development. This is consistent with the Mayor of London's commitment that London must set an example in showing how a great city meets the challenges of climate change through planning for already inevitable changes (adaptation) and, even more importantly, achieving very substantial reductions in carbon dioxide emissions to limit further changes (mitigation). The London Safety Plan also commits LFB to implementing a travel plan following a comprehensive staff travel survey, including objectives to encourage the use of walking and cycling where practicable.

A Travel Plan is a general term for a package of measures tailored to the needs of individual sites and organisations. The principal aim of this Travel Plan is to enable LFB to reduce the impact of its travel and transport on the environment, without compromising operational effectiveness. It has been developed in line with discussions with Human Resources on the car scheme review.

This Travel Plan offers real benefits not only to the organisation and its employees, but also the community that we serve.

2 Objectives

The main objective of this Travel Plan is to minimise environmental impacts resulting from LFB's travel and transport. It is recognised that in order to provide a cost effective, efficient and effective emergency service some operational staff need the use of a car and this is taken into consideration (please see Recognised Constraints section for full details). LFB will strive to help staff choose more sustainable options, where practicable, by providing the facilities and information to do so.

Objectives:

1. To reduce environmental, social and business impacts associated with travel and transport and in particular to:
 - a. Reduce CO₂ emissions caused by LFB's travel and transport, including fleet travel, business travel and commuting emissions.
 - b. Promote sustainable travel and raise awareness of travel choice amongst employees and suppliers.
2. To ensure that LFB complies with national and local government policy on transport.
3. To set an example and promote best practice to other organisations in London and to other fire brigades.

3 Transport Achievements and Measures to Date

Although not previously formalised in a Travel Plan, much progress has already been achieved on the transport agenda. LFB's headquarters has recently moved site and the provision of sustainable transport facilities were integral to the design and location of the new headquarters building at Union Street. Methods of transport quoted relate to the previous site. To demonstrate our position to date, a Transport Site Audit of the headquarters building at Union Street has been completed and full results can be found in Appendix C. Furthermore, a Transport Business Audit has been completed and full results can be found in Appendix D.

Fleet

LFB currently has 485 fleet vehicles, (including 15 hire vans). This fleet of vehicles travels in the region of 2,447,842 miles a year and spends £730,302 gross on fuel. A major vehicle investment programme has ensured that all our frontline vehicles were Euro 3 compliant by February 2008, in line with the requirements of the Mayor of London's Low Emission Zone (LEZ).

Most of our fleet cars are dual fuel (using LPG, unleaded petrol, and electric motors).

We have made improvements to the data capture, analysis and reporting methods for CO₂ arising from our fleet. A standardised and consistent approach has been established and reporting on CO₂ emissions is now available on a quarterly basis. The figures for 2007/08 are as follows:

- Q1 (April 07 – June 07) 1,126,321 kilograms of CO₂
- Q2 (July 07 – Sept 07) 1,132,978 kilograms of CO₂
- Q3 (Oct 07 – Dec 07) 1,062,382 kilograms of CO₂
- Q4 (Jan 08 – March 08) 1,049,979 kilograms of CO₂

Walking and cycling

LFB recognises that walking and cycling are excellent ways for staff to incorporate exercise into their daily routine – cycling regularly will improve fitness, help maintain a healthy weight and help you to live longer. Walking also has many health benefits - it can lower blood pressure, reduce bad cholesterol, reduce heart attack risk and lessen anxiety and tension. This supports our LFB Healthy programme which aims to raise the awareness of staff of how to improve their own health and stress levels. In addition walking or cycling, will benefit the community by helping to reduce noise, air pollution and traffic congestion.

Of the 413 employees, who completed our travel survey, one per cent of operational staff and 13 per cent of non-operational staff live within five miles of their workplace, a distance generally considered appropriate for walking or cycling. Currently, 4.1 per cent of employees walk to work and 3.9 per cent cycle. Twenty eight per cent of staff questioned (19 per cent non-operational) in the survey said they would consider walking or cycling if there were improved facilities.

LFB has implemented a number walking and cycling measures, many of which corresponded with the move of headquarters that occurred after the travel survey. The measures include:

- Free lockers are available for staff to store their cycling gear at the new Union Street headquarters and all fire stations.
- Showers are available at the new Union Street headquarters and all fire stations.
- Walking and cycling route maps are provided for staff and visitors for the new Union Street headquarters and all fire stations.
- Mileage rates are paid for cycling at two pence per mile for business travel.
- Bikes 4 Work Scheme offers employees tax free bicycles and cycling equipment.
- Promotion of walking and cycling for health through the LFB Healthy programme.
- Undercover, secure cycle stands have been provided for staff to store their bicycles at a number of locations.
- Cycling and walking infrastructure in the Greater London area is being improved constantly through the implementation of the Mayor's Transport Strategy.

Public transport

Of the 413 employees who completed our travel survey, 5.6 per cent use buses, 39.7 per cent use the train and 18.9 per cent use underground/DLR. Five per cent of non-operational staff said that they would be encouraged to use public transport more often if improvements to cost, availability and overcrowding were addressed.

To date, LFB has implemented the following public transport measures:

- Informal flexi time system (at line manager's discretion) allowing public transport to be more accessible for non-operational staff.
- Interest free loan scheme for annual public transport season tickets.
- Request made to GLA for discounted tickets (13 September 2007).
- Improved access to public transport facilities following the headquarters move.

Business travel

Many LFB staff are required to travel for business purposes, and many of these journeys must be made independently due to operational logistics including staff deployment over a wide geographical area, shift and standby working. Our car schemes provide the independence required. In 2007/08 1,150,025 miles were claimed by staff under the casual car, essential car and lease car user schemes. Mileage payments were £793,035.82 and essential car user lump sum costs £136,558.57 in that year. The 2007/08 figures show a 12 per cent decrease on the previous year's mileage claimed, although as a result of increased fuel prices the cost has increased.

Of the 413 employees who completed our travel survey, 70 per cent need to travel for business purposes. Forty three per cent of these staff, who need to travel for business purposes, use their car.

To date, LFB has implemented the following measures to reduce single occupancy car journeys for business purposes:

- Mileage rate paid for cycling at two pence per mile on business trips.
- Walking and cycling route information provided for all sites via intranet hotwire.
- Continuous engagement with suppliers to promote sustainability and reduce unnecessary travel and emissions.
- The car scheme is under review with the aim to reduce CO₂ emissions.

Air travel

LFB air travel is relatively low, when compared with the air travel of other members of the GLA group. In 2007/08 183,660 miles were claimed by staff and mileage payments cost £14,669 in that year. The 2007/08 figures are a four per cent decrease on 2005/06 figures.

To date no formal air travel reduction measures have been implemented, however, air travel is not encouraged. Furthermore, LFB has given consideration to carbon off-setting options for the small amount of necessary air travel incurred.

Wider achievements on CO₂ emissions

This area is being largely addressed through our Property Department's energy management and building programme, which champions both energy efficiency and renewable energy initiatives. Installations include Photovoltaic (PV) and solar panels, Combined Heat and Power (CHP) systems, wind turbines, and energy efficient lighting.

There is also a major drive to improve housekeeping and staff behaviour, which involves management briefings, internal communications (including competitions), road shows and the appointment of Green Champions in every location. LFB has also secured a three year supply of green electricity (commenced

November 2006). LFB have recently won the H&V News Renewable Application of the Year 2008 Award in recognition of this exceptional work.

To date, LFB has reduced our CO₂ emissions from our buildings by 17.6 per cent compared to 1990 levels, ahead of the Mayor's target of 15 per cent by 2010 and saving £250,000 in 2007/8.

4 Recognised Constraints

The following constraints currently create challenges for travel planning at LFB:

All employees:

1. The nature of LFB's business as an emergency responder means that our first priority is to minimise the risks, and social and economic costs of fire and other hazards.

Non-operational employees:

2. For our non-operational staff there are far fewer constraints and as a result much progress has been made and a wealth of good practice already exists, with 86.4 per cent of our headquarters non-operational staff who responded to survey using public transport, cycling or walking as their main mode of transport to commute to work.
3. London's status as a world city, and in particular the high status of LFB, means we attract high quality staff from across a wide geographical area, meaning that commuting distances can be relatively high when compared to other UK organisations.

Operational employees:

4. Shift and standby patterns mean that a substantial number of staff work during anti-social hours when there may be infrequent or no public transport and cycling and walking may be unsafe. However, shift patterns do mean that the majority of travel to and from work is completed outside of peak hours, reducing LFB's contribution to congestion on roads and overcrowding on public transport.
5. Due to contractual requirements staff are unable to walk, cycle or use public transport because of 'on call duties' and equipment/kit requirements, necessary to maintain operational effectiveness.
6. There have been several reviews of operational practices and LFB's car schemes, the latest one being undertaken in parallel to the development of this travel plan. These reviews are ongoing to ensure sustainable transport considerations are taken into account whilst maintaining systems to provide a high quality of service delivery.
7. Due to staff deployment over a wide geographical area, shift and standby working, uneven patterns of recruitment and large commuting distances, a car share scheme for operational employee vehicles is not currently viable.

5 Drivers for the Travel Plan

As one of the largest employers in London, LFB has a significant impact on the environment, quality of life and economic diversity of the Greater London area. Although travel is essential for delivery of LFB's operations, it is also recognised that travel has negative impacts on the local and global environment and LFB has a responsibility to minimise these.

Journey times can be doubled due to congestion, which can be followed by a frustrating hunt for a parking space. Air pollution from traffic also worsens asthma and respiratory ailments. Emissions from the transport sector cause CO₂ emissions, which is the principal greenhouse gas causing climate change.

Nationally, traffic is projected to grow overall by 26 per cent by 2010 on 2000 levels, 31 per cent by 2015 and 40 per cent by 2025. Cars, light vans and articulated trucks are likely to account for much of this growth (DfT, 2004).

Central Government is encouraging more sustainable travel through various policies and guidelines, which should improve travel choice and conditions. There are also a number of existing internal policies/issues that the implementation of this Travel Plan will support, please see Appendix A for details of the policy context.

In response to these local and national policies, and by accepting responsibility for its impact on the environment and on local travel conditions, LFB has approved the implementation of a Travel Plan to help manage and reduce that impact and improve travel choices for staff. It will provide staff with more travel options and aims to support the efficiency of business whilst reducing its impact on the environment and congestion on local roads.

6 Benefits of the Travel Plan

Benefits	Who benefits				
	The organisation	Employees	The environment	The local community	The local economy
More healthy and productive workforce from increased fitness incentives such as cycling and walking	✓	✓			✓
Reduced business costs (fuel efficiency)	✓				
Reduction in traffic congestion and car parking demand in London	✓	✓	✓	✓	✓
Reduced parking pressure on residential streets				✓	✓
Reduced car traffic on the roads will also reduce the risk of road traffic accidents in the area as there will be fewer potential conflicts.		✓	✓	✓	✓
Time saved by reducing time spent travelling	✓	✓			
Improved local air quality resulting in a healthier atmosphere and reduction in the emissions that worsen asthma and respiratory ailments		✓	✓	✓	
Energy/cost saving (reduction in unnecessary journeys)	✓	✓	✓		
Reduction of CO ₂ emissions into the atmosphere	✓	✓	✓	✓	
Meets local and national policy	✓		✓		
Reduction in impacts at a national/global level such as climate change		✓	✓	✓	
Reduction in noise pollution and dirt in the local environment		✓	✓	✓	
It will improve an organisation's environmental image	✓				
A Travel Plan links in well with other environmental programmes such as the Environmental Management System	✓				
Helps to meet planning requirements for new developments	✓				

7 Headquarters Staff Travel Survey 2007

In order to assess the travel habits of and enable consultation with LFB staff on the development of this Travel Plan, a staff travel survey was conducted. The travel survey invited a possible 924 employees in LFB headquarters to respond, and ran for two weeks starting from Environment Day (5 June 2007). Four hundred and thirteen responses were recorded on the electronic database, which gave a very satisfactory return rate of 44 per cent. Of those responses 326 were from non-operational staff and 87 were from operational staff.

This has provided baseline figures on how staff members currently travel to work – please see Appendix B for the full headquarters Staff Travel Survey Report. The survey data can be compared with the London Travel Report 2006 (the most recent London report) in the table below. What is clear from the survey is that use of the more sustainable forms of transport, public transport, walking and cycling show very good results with 86.4 per cent of non-operational staff and 72.7 per cent of all headquarters staff using them as their main method of commuting to work.

Headquarters has moved site since the travel survey was conducted. Staff were asked to consider the new site at Union Street and how it would affect their commute, 74 per cent expected no change to their choice of transport.

Table 1 main method of commute to work

Main method of transport to work	Number operational staff	Number non-operational staff	% Operational staff	% Non-operational staff	% Total	Main method of travel in Central London (%) London Travel Report 2006
Car driver (alone)	55	27	63.2	8.3	19.9	9
Car driver (with others)	2	1	2.3	0.3	0.7	
Car passenger	0	3	0.0	0.9	0.7	
Bus	1	22	1.1	6.7	5.6	13
Underground/DLR	2	76	2.3	23.3	18.9	26
Train	10	154	11.5	47.2	39.7	42
Taxi passenger	0	0	0.0	0.0	0.0	
Motorbike	12	9	13.8	2.8	5.1	2
Cycle	2	14	2.3	4.3	3.9	3
Coach	1	1	1.1	0.3	0.5	
Walk	2	15	2.3	4.6	4.1	3
Tram	0	0	0.0	0.0	0.0	
Other	0	0	0.0	0.0	0.0	1
Did not answer	0	4	0.0	1.2	1.0	

Total	87	326	100	100	100	100
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Non-operational staff

For our non-operational staff it is apparent that we are already nearing the London average. The main mode of transport to commute to work was by train for just over 47 per cent of all non-operational respondents. This becomes 77.5 per cent if all forms of public transport are included, compared to a London average of 81 per cent.

For single occupancy car journeys, cycling and walking LFB is out-performing the London average. Single occupancy car travel represented just over eight per cent of all non-operational respondents, compared to a London average of nine per cent. Motorbike travel represented just under three per cent, compared to the London average of (two per cent). Our walking and cycling rates amongst our non-operational staff are also greater than those reported as the London average with 4.3 per cent of all non-operational respondents cycling (three per cent London average) and 4.6 per cent (three per cent London average) walking as their main mode of transport to commute to work.

Operational staff

For our operational staff the main mode of transport to commute to work was by single occupancy car journeys for just over 63 per cent of all operational respondents. Sixteen per cent of operational staff use public transport as the main method to commute to work and 2.3 per cent of all operational respondents cycle to work and a further 2.3 per cent walk to work.

There is a high use of cars for commuting and business travel amongst operational employees, compared with London averages. Operational needs and the recognised constraints, outlined previously, account for the higher car use compared to other London based organisations.

Survey conclusions

The survey suggested that there may still be some opportunities to reduce the environmental impact of our travel with relatively low investment programmes, for example cycle provision. The opportunities will need to be revised in line with the results of the next travel survey that will cover the subsequent move of headquarters and the implementation of the measures outlined under achievements.

It is recognised that the survey only covered 413 out of over 7,500 LFB employees and that extrapolation of the survey data outside of headquarters buildings would be unreliable.

8 Targets, monitoring and review

These Travel Plan targets are derived from consideration of the current position, what is reasonable in light of operational effectiveness, and the Mayor's targets, as set out in the London Transport Strategy, are mirrored where practicable. We have also considered relevant comparable targets of other GLA family members. As our current baseline is for headquarters only, these targets will apply to headquarters only. Targets for other LFB sites will be considered on completion of the next travel survey which will cover all LFB sites. Progress against these targets will be reviewed biannually through biannual travel surveys. Where appropriate targets will be revised upwards in line with those that have been easily met and travel surveys indicate significant potential for improvement.

This Travel Plan will be reviewed every five years. Monitoring data will be presented biannually and progress reported annually in sustainable development reports. The staff Travel Survey will be reissued biannually at the same time of year to ensure comparable results.

Target Area	07/08 Position	Target	GLA Family Targets	Monitored
Air travel	183,660 miles in 2007/08, mileage payments £14,669.51	To offset CO ₂ emissions which result from essential air travel	GLA & TFL Policy: offset 100% flights	Expenses claims, off-setting contributions
Walking	≥4% walk to work (two operational, 15 non-operational)	10% increase from 07/08 in staff walking or cycling to work as their main mode of transport by 2011	10% increase in journeys made on foot per person in London between 2001 and 2015 *	Staff survey
Cycling	≤4% cycle to work (2 operational, 14 non-operational) 1352 Bike Scheme orders 07/08, (including bike accessories) total value of around £827,542 In 07/08 no cycling mileage was claimed	10% increase from 07/08 in staff walking or cycling to work as their main mode of transport by 2011	80% increase in cycling in London between 2001 and 2011	Staff survey, monitoring uptake of 'Bikes 4 Work Scheme', monitor cycling mileage claimed
Public transport	40% travel to work by train 64% for all forms of public transport £303,741.28 in public transport expenses In 2007/08 232 season ticket loans in 2007/08			Expenses claims, staff survey, monitor uptake of 'Season Ticket Loan Scheme'
Business	43% of staff who need to travel on business	To be determined on completion of	50% increase in the proportion of	Mileage claims, Monitor uptake of

travel	purposes use their car 1,150,025 miles claimed through expenses for car scheme users.	the review of car schemes	people walking and cycling to meetings (Travel Plan for the GLA 2005)	'Season Ticket Loan Scheme', staff survey, monitoring uptake of 'Bikes 4 Work Scheme'
Fleet	Frontline fleet of pumping appliances, and specialist vehicles are Low Emission Zone (LEZ) compliant (February 2008) Reduced Pollution Certificates (RPC) achieved (February 2008)	LEZ compliance	LEZ (target awaiting confirmation) 60% cut in CO ₂ from 1990 levels by 2025 (Mayoral target) **	LEZ compliance, fleet CO ₂ emissions

*Mayor's Transport Strategy revised 2006.

** This target is largely addressed by LFEPA's buildings energy programme.

9 Measures 2008/2013

A variety of measures will be implemented across LFB sites in order to achieve our objectives and targets. Measures will be implemented over the following timescales:

- Short – should be achieved within 18 months. Short may mean it is achieved at one site in this timeframe and then another site may be targeted.
- Medium – should be achieved within two – three years. Medium may mean it is achieved at one site in this timeframe and then another site may be targeted.
- Long – should be achieved within five years.

Target Area	Beneficiary Employees	Travel Plan Measures 2008-2013	Timescale	Delivery Agent
General	All	Investigate match funding grant schemes and partnership opportunities to provide a revenue stream, for example promotion initiatives, cycling storage at stations, 'Smarter Working' initiatives and other measures as appropriate	Short	Authority
	All	Complete a biannual travel survey of staff at all LFB sites	Ongoing	Sustainable Development Group
	All	Report annually on progress of travel plan implementation to CMB	Ongoing	Sustainable Development Group
	All	Report biannually on progress of measures	Ongoing	Sustainable Development Group
	All	Raise awareness of sustainable travel choices and initiatives, for example 'Bike-Week'	On-going	Sustainable Development Group/Communications
	All	Establish the Travel Plan as a regular agenda item at LFB's Sustainable Development Working Group	Short	Sustainable Development Group
	Non-operational	Evaluate potential to improve 'Smarter Working' practices such as e-working and flexi time system to reduce the need to travel or travel at peak times	Long	Information Technology/ Human Resources
	Operational	Develop individual travel plans for 10 plus new fire stations as required under PFI programme	Long	Property/Sustainable Development Group/ PFI Provider
Business Travel	Operational	Review car schemes to target emission reduction	Short	HR/ Sustainable Development Group /Procurement

	All	Evaluate potential of revised mileage rates	Long	Human Resources
	Operational	Evaluate feasibility of including training to reduce emissions within the driver training programme	Medium	Training/ Sustainable Development Group
	All	Evaluate potential of pool bike scheme	Medium	Human Resources/ Sustainable Development Group
Public transport	All	Investigate public transport discounts	Short	Sustainable Development Group/ Human Resources
	All	Continue to provide local public transport information to employees and visitors	On-going	Training/ Human Resources /Communications
	All	Continuation of interest free season ticket Loan Scheme	On-going	Human Resources
Air travel	All	Evaluate potential of adopting a carbon off-setting scheme (such as DEFRA's)	Medium	Sustainable Development Group/ Human Resources
Walking	All	Continuation of promotion of "Walking for Health" through Wellbeing Policy	On-going	Occupational Health/ Human Resources /Health & Safety Services
	All	Provide Route Maps (currently available on intranet)	On-going	Training/ Human Resources /Communications
Cycling	All	Continuation of "Bikes 4 Work" Scheme	On-going	Human Resources
	All	Investigate partnership opportunities to signpost staff to cycle proficiency training and "Bike Doctor" services	Medium	Sustainable Development Group
	All	Continuation of promotion of "Cycling for Health" through LFB Healthy	On-going	Occupational Health/ Human Resources /Health & Safety Services
	All	Continue to provide Route Maps	On-going	Communications
Fleet	All	Continue research on alternative fuels	On-going	Procurement
	All	Continue to improve efficiency of fleet vehicles	On-going	Procurement
Suppliers	All	Rationalisation of deliveries	On-going	Procurement

		where practicable		
	All	Work with suppliers to reduce their fleet emissions	On-going	Sustainable Development Group/Procurement

10 Provision of Travel Information and Promotion

The Travel Plan is a fluid document that will change over time and therefore will need to be continually promoted. To date employees have been consulted through the travel survey at an early stage and their input has been used to shape the Travel Plan.

Results of the survey have been presented at the Health Safety and Environment Strategy Board, at which trade unions are represented. This has been of great help and it is hoped that this support will be continued throughout the implementation of the plan. Staff will continue to be encouraged to make suggestions in the future, as the Travel Plan is intended to influence them and all new measures implemented will be promoted accordingly.

Various elements will be promoted, including:

- All new Travel Plan measures.
- Public transport information for staff and visitors - routes/ timetables/ cost/connections.
- Health promotion – benefits of walking/cycling for physical and mental health.
- Information about safe routes/map of commonly used routes for walkers and cyclists.
- TfL journey planning facility.
- Various sustainable transport events, e.g. Bike to Work week, 'In Town Without My Car Day', Mayor's Sustainability Week.
- Ensure all members of staff understand the options of flexible working that are available to them e.g. home-working, compressed working weeks etc.

The Travel Plan implementation will be promoted via:

- Quarterly and annual environment reports
- Staff intranet site
- External internet site
- Payslips
- The Travel Plan
- Email to all staff members
- Shout magazine
- Workshops
- Travel Plan Group
- Induction presentations for new employees
- Green Travel information in induction packs
- LFB Talk team briefings
- Recruitment packages
- Travel Plan newsletter

Appendix A - Policy context

Travel plans are an integral part of the Government's policy for the creation of sustainable communities at the national, regional and local level. They are key elements of national transport, planning and housing policies as well as at the regional, local and organisational policy level.

International Policy

1. The Rio Earth Summit (1992) identified the need to take action over pollution levels.
2. The Kyoto Protocol (1997) focussed on climate change and reducing greenhouse gases.
3. London is a signatory to the C40 Large Cities Climate Summit, designed to help mayors deliver action in combating climate change. This summit has brought together an unprecedented number of mayors from major cities, their senior staff and business leaders.

National policy

4. The Government White Paper "New Deal for Transport" refers to travel plans and identifies their promotion as one of the six key objectives for Local Transport Plans.
5. Annex 2 of the Department for Transport's 'Transport 2010 – The Ten Year Plan' outlines objectives to reduce the impact of transport on the environment, and sets targets to reduce road congestion and increase the use of rail, bus and light rail. Travel plans will help to deliver these objectives.
6. 'Planning Policy Guidance Note 13 – Transport'(PPG13) notes that "The Government wants to help raise awareness of the impacts of travel decisions and promote the widespread use of travel plans amongst businesses, schools, hospitals and other organisations. Local authorities are expected to consider setting local targets for the adoption of travel plans by local businesses and other organisations and to set an example by adopting their own plans."
7. The Environment Act (1995) required local authorities to achieve air quality objectives.
8. The Road Traffic Reduction Act (1997) required local authorities to monitor the volume of traffic levels on the roads.
9. The Transport White Paper (1998) – UK government committed to promoting environmentally sensitive forms of transport and reducing congestion.
10. The national planning policy places emphasis on the achievement of sustainable development. At its core is the 'Planning Policy Statement 1 - Delivering Sustainable Development' (PPS1), which directly supports the use of travel plans from both an environmental and social viewpoint.
11. Local Transport Plan Guidance requires that Local Transport Plans are expected to demonstrate a contribution to delivering shared priorities and places emphasis on outcome indicators related to accessibility, road casualty reduction, public transport patronage, congestion, and air quality. Local authorities must also show their plans have made a difference to achievement of their policy aims and to service delivery beyond transport itself; for example sustainable development, social inclusion and quality of life.
12. Travel plans, together with transport assessments, provide a mechanism for assessing and managing access to sites. Travel plans are a key requirement (on a par with highways improvements) for any development likely to result in traffic impacts.

Regional Policy

13. Travel plans support key principles 11 and 12 of 'Regional Planning Guidance for the South East' (RPG9):

- Access to jobs, services, leisure and cultural facilities should be less dependent on longer distance movement and there should be increased ability to meet normal travel needs through safe walking, cycling and public transport with reduced reliance on the car; and
 - Transport investment should support the spatial strategy, maintaining the existing network, enhancing access as part of more concentrated forms of development, overcoming bottlenecks and supporting higher capacity and less polluting modes of transport.
14. Travel plans also support the following policies in RPG9:
- T1 Local Transport Plans
 - T2 Travel Awareness and Travel Plans
 - T3 Parking Strategy and Maximum Parking Standards
 - T4 Walking and Cycling
 - T5 Public Transport
15. RPG9 provides the framework for the Mayor's Spatial Development Strategy (The London Plan) and the Mayor's Transport Strategy, which outline various policies to encourage sustainable travel. Working with strategic partners, the Mayor will aim from 2001 to 2011 to:
- Reduce weekday traffic by 15 per cent in central London
 - Achieve zero traffic growth across the rest of inner London
 - Reduce traffic growth in outer London by a third, and seek zero growth in outer London town centres.

(The London Plan 2004).

Local Policy

16. Transport is a priority of the Mayor, although a new strategy or targets are yet to be developed. Travel plans support the previous Mayoral Transport policy for 2000-2008.

LFB Policy

17. LFB's plans for 2008/09 and beyond, as set out in the 2008/11 London Safety Plan, have been carefully developed to make sure that we maximise the impact which we can have in reducing pollution and harmful emissions and in promoting sustainable development. This is consistent with the Mayor of London's commitment that London must lead the way in showing how a great city meets the challenges of climate change through planning for already inevitable changes (adaptation) and even more importantly, achieving very substantial reductions in carbon dioxide emissions to limit further changes (mitigation).
18. The London Safety Plan also commits LFB to implementing a travel plan following a comprehensive staff travel survey, including objectives to encourage the use of walking and cycling where practicable.
19. LFB's Climate Change Action Plan 2006/07 - 2008/09 focuses on mitigation measures specifically in relation to CO₂ emissions and highlights a Travel Plan as one of the main opportunities for LFB to reduce CO₂ emissions.

Appendix B - Staff Travel Survey

1 Introduction

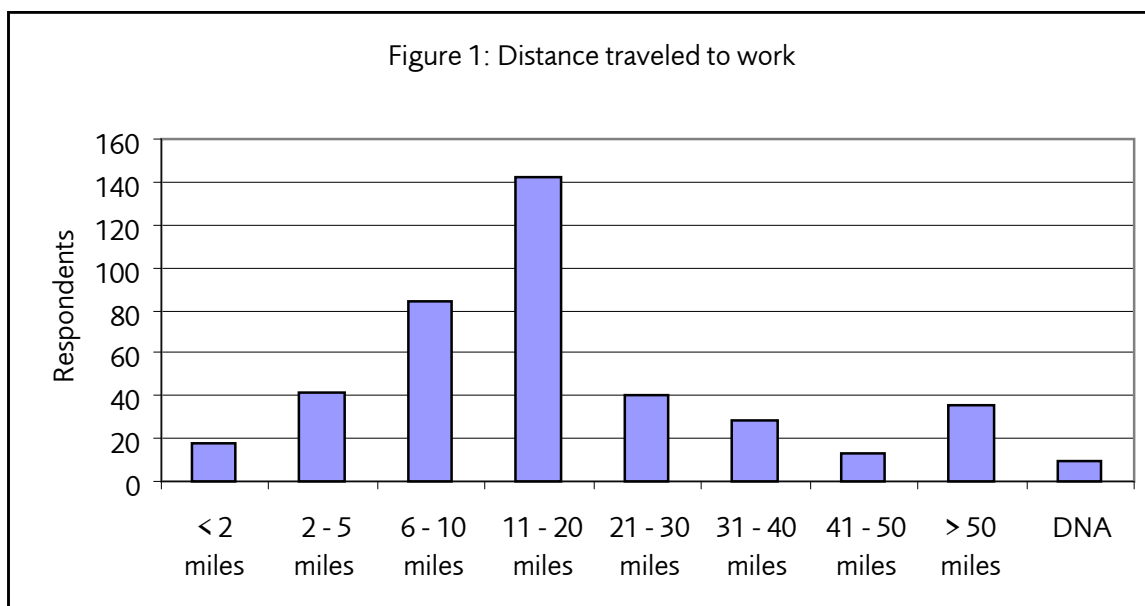
- 1.1 A travel survey was carried out on a possible 924 employees in LFB Headquarters (headquarters) which ran for two weeks starting on Environment Day (5 June 2007) and occurred before the recent move to the new headquarters site. During this period 413 responses were recorded on the electronic database (a 44 per cent return rate, which is very satisfactory). Of those responses 326 were from non-operational staff and 87 were from operational staff.
- 1.2 The survey was produced in line with the Transport for London (TfL) guidelines ("iTRACE") to ensure best practice in carrying out the travel survey.
- 1.3 The survey was based on all e-mail addresses that were linked to headquarters. Therefore 96 per cent of respondents were based in the three main buildings on Albert Embankment.
- 1.4 An analysis of the data has been carried out and the main observations are detailed below.

2 Work pattern

- 2.1 The predominant work pattern was day related full time, which accounted for almost 78 per cent (322) of respondents.
- 2.2 Just over 14 per cent (58) of respondents indicated a flexible shift based work pattern.

3 Distance travelled to work

- 3.1 The average distance that respondents travelled to work was just over 18 miles.
- 3.2 63 per cent of respondents had journeys to work which were over 10 miles. This compares with 35 per cent reported in the GLA Travel Plan 2005.
- 3.3 Based on a postcode analysis 20 per cent of respondents live outside the GLA boundary.
- 3.4 The distribution of distances that respondents travelled to work is shown in Figure 1:



4 Commute to work

- 4.1 The main mode of transport to commute to work was by train for just under 40 per cent of all respondents. This becomes 64 per cent if all forms of public transport are included.

- 4.2 Single occupancy car travel represented just fewer than 20 per cent of all respondents.
- 4.3 Four per cent of all respondents cycle to work (includes two operational and 14 non-operational).
- 4.4 Four per cent of all respondents walk to work (includes two operational and 15 non-operational).
- 4.5 The survey data can be compared with the London Travel Report 2006 in the table below.

Table 1 Main method of commute to work

Main Method of Transport to Work	Number operational Staff	Number Non-operational Staff	% operational Staff	% Non-operational Staff	% Total	Main Method of Travel in Central London (%) London Travel Report 2006
Car driver (alone)	55	27	63.2	8.3	19.9	9
Car driver (with others)	2	1	2.3	0.3	0.7	
Car passenger	0	3	0.0	0.9	0.7	
Bus	1	22	1.1	6.7	5.6	13
Underground/DLR	2	76	2.3	23.3	18.9	26
Train	10	154	11.5	47.2	39.7	42
Taxi passenger	0	0	0.0	0.0	0.0	
Motorbike	12	9	13.8	2.8	5.1	2
Cycle	2	14	2.3	4.3	3.9	3
Coach	1	1	1.1	0.3	0.5	
Walk	2	15	2.3	4.6	4.1	3
Tram	0	0	0.0	0.0	0.0	
Other	0	0	0.0	0.0	0.0	1
Did Not Answer	0	4	0.0	1.2	1.0	
Total	87	326	100	100	100	100

- 4.6 Of the 55 operational staff stating lone car journeys as their main method of transport, 36 of them stated the reason for this was "on call duties" and 12 stated operational transport.
- 4.7 Of the 27 non-operational staff stating lone car journeys as their main method of transport, nine of them stated that the reason for this was "business requirements" and seven stated disability and supporting elderly relatives was the main factor.

- 4.8 Thirty nine per cent of cars used were identified as private vehicles and 55 per cent were identified as either Lease or Essential Car Users.
- 4.9 When asked about alternatives to single occupancy car or motor vehicle journeys only 27 per cent of respondents indicated that there were no alternatives. The preferred method for an alternative travel option was train travel (32 per cent).
- 4.10 Almost all vehicles were parked within headquarters car parks and parking was without charge.
- 4.11 The average journey to work time on the main method of transport was just over 72 minutes. The high number of journeys to work over 10 miles is reflected in longer journey times.
- 4.12 Almost 58 per cent of all respondents identified that they also used a second method of transport to commute to work. These were mainly bus travel (34 per cent) or walking (33 per cent).

5 Reason for transport method

- 5.1 The main reason for the choice of travel method was that it was the quickest method of getting to work (47 per cent).

Reason For Choosing Normal Journey to Work	Number operational Staff	Number Non-operational Staff	% operational Staff	% Non-operational Staff	% Total
Cheapest	11	32	12.6	9.8	10.4
Quickest	18	176	20.7	54.0	47.0
Vehicle for on call duties	37	2	42.5	0.6	9.4
Vehicle for operational transport	12	1	13.8	0.3	3.1
Business requirement (non operational)	0	10	0.0	3.1	2.4
Combine with other activity	0	1	0.0	0.3	0.2
Exercise/health	1	20	1.1	6.1	5.1
No alternative	5	52	5.7	16.0	13.8
Giving someone a lift	0	0	0.0	0.0	0.0
Other	3	28	3.4	8.6	7.5
Did Not Answer	0	4	0.0	1.2	1.0
Total	87	326	100.0	100.0	100.0

6 Incentives to walk or cycle to Work

- 6.1 In response to what would encourage you to cycle or walk to work, the majority of employees (57 per cent) indicated that they travelled too far to consider this.
- 6.2 Good cycle routes and support to purchase cycles were the options which were rated highest in the list of incentives.

7 Business travel

- 7.1 Business travel was carried out by 70 per cent of all respondents.
- 7.2 Thirty one per cent of respondents who travel for business did so less than once a month. However, 13 per cent of respondents who travel for business do so every day.
- 7.3 Other LFB premises were visited most frequently (43 per cent).
- 7.4 The average distance travelled in a week on business travel was approximately 11 miles and approximately 30 per cent of this travel is by car.
- 7.5 Forty seven per cent of respondents who travelled for business stated that the most bulky or heavy item required when travelling were papers/documents. Twenty one per cent stated firefighting kit.

8 Working from home or other premises

- 8.1 Working from home or other premises was identified as not applicable to 68 per cent of respondents.
- 8.2 Of the 106 respondents stating that they do work from home or from other premises, 46 per cent stated that they did this on average one day a month.

9 Move to Union Street

- 9.1 Almost 35 per cent of all respondents expected their journey to be no different, 17 per cent expected it to be easier and 32 per cent expected it to be more complex. 10.4 per cent of respondents did not answer this question.
- 9.2 The majority of respondents (74 per cent) did not expect their main method of transport to change.

10 Car sharing

- 10.1 The preferred incentive to car share was to find someone with similar work patterns with whom they could share. However, 60 per cent of lone car users indicated that there was nothing that would encourage them to car share.

11 Conclusions

- 11.1 The response to the survey was larger than expected and indicates that there is a willingness from headquarters employees to support transport initiatives.
- 11.2 There is a high use of cars for commuting and business travel amongst headquarters employees, compared with London averages.
- 11.3 Operational needs are an obvious explanation of why car use is higher than in other London based organisations.
- 11.4 The survey does suggest that there are still opportunities to reduce the environmental impact of our travel with relatively low investment programmes within a Travel Plan e.g. cycling provision.
- 11.5 It is recognised that the survey only covered 924 out of over 7,000 LFB employees and that extrapolation of the survey data outside of headquarters' buildings would be unreliable.

Appendix C - Headquarters (Union Street) Site Audit

1 General

- 1.1 Seven hundred and fifty eight fulltime and 48 Part time people work at the Union Street site.
- 1.2 One hundred and twenty two staff are shift based (based on operational staff station manager and above – these are included within the 758 full time staff).
- 1.3 Seventy eight seasonal staff (based on agency staff returns as at 31/01/08). We do not have complete information on agency staff locations; this figure is based on all agency staff, excluding those in Training & Development and borough teams.
- 1.4 Building access hours are from 07:00 to 19:00hrs.

2 Public transport provision

- 2.1 Bus stops are located near the site at Southwark Bridge Road, Borough High Street, Blackfriars Road, and Waterloo Road (Four stops = D, E, F and L).
- 2.2 Southwark Bridge Road and Blackfriars Road bus stops have shelters that are well maintained. Borough High Street stop does not have a shelter. Two of the Waterloo bus stops (D and F) have shelters that are well maintained and two stops (E and L) have no shelters.
- 2.3 All bus stops with shelters are well lit.
- 2.4 Timetables are displayed at all bus stops.
- 2.5 The following bus services operate from each stop:
 - Southwark Bridge Road – one service.
 - Borough High Street – five services.
 - Blackfriars Road – five services.
 - Waterloo Road Stops: D – nine, E –three, F – three, L –three.
- 2.6 The buses serve the following routes:
 - Southwark Bridge Road – route 344.
 - Borough High Street – routes 35, 133, 343, 40, 21.
 - Blackfriars Road – routes 45, 63, 100, N63, N89.
 - Waterloo Road Stops:
 - D - routes 59, 68, X68, 168, 171, 172, 176, N68, N171.
 - E - routes 1, 188, N1.
 - F - routes 4, 172, 134.
 - L - routes 26, 76, N76.
- 2.7 The nearest train and underground station are;
 - Southwark (approximately five minute walk)
 - Borough (approximately seven minute walk)
 - London Bridge (approximately 10 minute walk)
 - Waterloo (approximately 15 minute walk)
- 2.8 All tube stations are within a 15 minute walk or a five minute taxi or bike ride. Buses do not run directly from Union Street to any tube station.
- 2.9 The train and tube stations are maintained as follows:
 - Southwark: Very well maintained

- Borough: Poorly maintained
- London Bridge: Well maintained
- Waterloo: Well maintained

2.10 Services run very regularly from each station as follows:

- Southwark: trains run every three to five minutes
- Borough: trains run every three to eight minutes
- London Bridge: trains run every three to five minutes
- Waterloo: trains run every three to five minutes

2.11 Closing times for each station are as follows:

- Southwark: last train 00:28hrs (Mon-Fri); 23:53 (Sun)
- Borough: last train 00:50hrs (Mon-Fri); 23:35 (Sun)
- London Bridge: last train 00:26hrs (Mon-Fri); 23:35 (Sun)
- Waterloo: last train approx 00:30hrs depending on line; 23:39 (Sun)

2.12 The following routes are served by each station:

- Southwark: Jubilee line
- Borough: Northern line
- London Bridge: Northern and Jubilee lines
- Waterloo: Bakerloo, Jubilee, Northern and Waterloo & City lines

2.13 Public transport information is provided in the Union St User Guide on the intranet Hotwire for staff.

2.14 Visitors can make enquiries on transportation via staff, reception and the Property Help Desk.

3 Pedestrian access

- 3.1 There are pedestrian routes to bus stops, train/tube stations and local amenities e.g. shops, post office.
- 3.2 All pedestrian routes have a good paved surface and vandalism is not prevalent.
- 3.3 Footpaths are well lit.

4 Cycling

- 4.1 Secure facilities for cycling are provided. 50 cycling spaces are available (20 at Southwark Training Centre and 30 at Warden's Grove car park).
- 4.2 The 30 cycling spaces at Warden's Grove are covered.
- 4.3 There are no cycle paths serving the location.
- 4.4 Folding cycles only can be taken on the connecting train services.
- 4.5 Cyclists have access to locker facilities within the Union Street building. There are:
- 25 locker/cupboards for senior officers in cellular offices
 - 191 lockers in the main locker room for uniformed officers and motor cyclists.
 - 60 half size lockers in the stair core toilets for cyclists
 - 32 half height lockers for gym users adjacent to the showers
 - 16 for manual/catering/security staff
- 4.6 Cyclists have access to shower facilities within the Union Street building. There are:
- 7 on the lower ground floor
 - 4 in the small shower/locker rooms on the North East stair core

- 2 in the shower/locker area on the South West stair core
- 1 in the Corporate Management Suite

5 Vehicular access

- 5.1 No congestion problems have been observed around the site.
- 5.2 Visitors are requested to ring the Property Help Desk to pre-book a car parking space. There are four visitor car parking spaces in front of Winchester House and one disabled visitor space.
- 5.3 Car parking is not available at the work place site for staff.
- 5.4 Ten to 12 deliveries are received per day to the rear loading bay (post, catering, courier, waste, office supplies).

6 Car parking

- 6.1 Approximately 250 spaces were available at LFEPA previous headquarters site at 8 Albert Embankment.
- 6.2 This has been reduced to 191 spaces identified for qualifying staff at Union St and Southwark Training Centre.
- 6.3 One hundred and five car parking spaces are available as follows:
- Winchester House (STC) 21
 - North Block (STC) 12
 - Sawyer St (STC) 40
 - Warden's Grove 32
 - Others pay as you go
- 6.4 Car parks are secure and well lit. All, except Warden's Grove car park, have CCTV.
- 6.5 Ownership of the car parks is as follows:
- Winchester House (STC) owned
 - North Block (STC) owned
 - Sawyer St (STC) long lease
 - Warden's Grove included in lease for Union St
- 6.6 Car parking spaces are allocated based upon the following criteria:

Category	Description
1	Disabled staff
2	Disabled staff visitors - bays to be in accordance with the DDA
3	Elected Members
4	Commissioner/Deputy/Directors/Heads of Service/Assistant Commissioners
5A	Uniformed/operational officers who are on call whilst at headquarters
5B	Officers who need a vehicle to carry out Authority business. This includes:– 1. Authority vehicles provided by AssetCo

	2. Non-uniform officers who regularly visit fire stations 3. Uniformed officers not on call but who need to visit fire stations
6	Spaces required by STC (including fire station personnel)
7	Contractors – to maintain building fabric and services
8	Visitors to Union Street / STC

6.7 No charge for parking is passed on to staff.

6.8 The costs for the pay as you go parking vary depending on the car park and time required for parking. Average cost is between £15 and £20 per day.

Appendix D – Business Audit 2008

1.1 Interest free travel loan

- 1.2 Interest free loans for the purchase of annual Rail, London Transport Underground and Bus and Coach season tickets from home to place of work are available and all employees are eligible to apply for a loan.
- 1.3 Employees will repay the loan in 11 monthly instalments by the appropriate deduction from their salaries, starting at the end of the first month following receipt of the loan. It is not possible to extend the period of repayment.
- 1.4 Employees in receipt of a loan will be expected to use the purchased season ticket in connection with any journeys undertaken on the rail/bus underground on official business.
- 1.5 Employees may claim for any additional travelling expenses incurred where the journey undertaken is not covered by the season ticket.

2 Training

- 2.1 Employees travelling to and from a residential training course by rail will be reimbursed the receipted cost or the cost of the most economical fare reasonably available in the absence of a receipt. Saver and Supersaver fares are available for most journeys. There is no entitlement to first class travel.
- 2.2 Employees travelling by private vehicle will be reimbursed the cost of the most economical fare reasonably available or the appropriate NJC car mileage rates as set out in the appendix whichever is the cheaper. If employees use their leased car, the mileage will be calculated at the appropriate leased car mileage rate.
- 2.3 If there is more than one person travelling by car to the same training venue they are encouraged to share cars for which the driver will be entitled to claim an additional rate per passenger per mile.
- 2.4 Personnel travelling on a residential training course will be entitled to claim for mileage at 44.2p a mile or equivalent public transport fare which ever is the cheapest.

3 Car schemes

3.1 Casual car user scheme

- 3.2 If employees have occasional need to make use of your car to perform your duties and the vehicle is properly insured, they may be entitled to the casual car user scheme.
- 3.3 New joiners must be authorised by an officer at the level of AM/FRS F or above.

3.4 Essential car user scheme

- 3.5 Membership of the essential car user scheme must be authorised by an officer at the level of AM/FRS F or above.
- 3.6 Joiners will need to arrange for a radio to be installed into their car for which they will receive a grant of £140. New joiners are also entitled to receive a lump sum payment of £1,276.
- 3.7 Claims are submitted monthly but there is also an annual tax assessment to be claimed at the end of each financial year.

3.8 Under the essential car user scheme the mileage rates are 43.4p per mile for up to 8,500 miles and 14.4p per mile for over 8,500 miles.

3.9 Lease car scheme

3.10 The lease car scheme is open to those in a role of station manager or above.

3.11 Under the lease car scheme, officers lease a car and receive a mileage payment of 18p per mile when using the vehicle at work

3.12 The lease car scheme allows the employee to run a new car without having the responsibility for servicing and maintenance.

4 Congestion charge

4.1 The Authority offers support to some members of staff who incur charges under the congestion charge scheme.

4.2 Firefighters (up to and including the rank of Watch Manager B) based at stations within the congestion charge zone (Clerkenwell, Dowgate, Lambeth, Soho, Southwark and Westminster) are reimbursed the cost of their journeys to and from work. In addition, other staffs (Senior Officers, Main Grade and Control staff) that are required to use their cars and travel through the congestion charge zone who incur costs may also be reimbursed their expenditure.

5 Bikes for work scheme

5.1 The Bikes 4 Work Scheme offers employees access to tax free bikes and cycling equipment.

5.2 Cycle Solutions enables employers, to offer their staff bicycles and cycling equipment with savings of up to 50% from the retail value through a flexible benefit scheme.

5.3 This cycle to work scheme has been made possible through the governments Green Transport Plan.

5.4 Staff should note that the sole requirement for membership of the scheme is that at least 50% of the use/mileage of the bikes or associated equipment must be for work related journeys, either for commuting or business journeys.

6 Pedal cycle allowances

6.1 Payment will be made on the certificate of the Director/ACFO concerned at the rate of 2p per mile for all mileage travelled on official business to employees using their own pedal cycles in the service of LFEPA subject to the following conditions:

- Employees must have been expressly authorised by the Director/ACFO to use the pedal cycle on official business.
- In the calculation of the distance travelled, no account may be taken of journeys made during the mid-day interval and between the employee's home and usual place of employment.

7.0 Flexitime / compressed working week

7.1 The right to apply for flexible working including part-time working and job sharing has been extended to all staff, subject to individual management. However flexible working is not an automatic right and will be subject to the operational and business needs of the organisation.

- 7.2 Compressed hours allows an employee to continue to work their contracted hours, but over a shorter working week, e.g. Fire and Rescue Staff contracted to work 35 hours over five days could request to work these hours over a four day period. This method of working is not available to Operational and Control staff on the shift duty system.

8.0 Transport and travel information

- 8.1 All fire station profiles detail how to get to the site and have links to maps, showing local transport links and information is available in relation to the other buildings, with maps and transport links detailed on external and internal web pages.

9 Remote access

- 9.1 Remote access is available to all permanent and contract staff at any role/grade, subject to the preparation of a business case for the post or role by the line manager (normally a principal officer (Area Manager/PO role/grade) and agreed by a Director or the head of service/assistant commissioner.
- 9.2 The granting of remote access facilities in such cases will be considered on a case-by-case basis and in conjunction with the Head of Human Resources and the Authority's occupational health services (as appropriate).

10 Travelling together encouraged

- 10.1 People attending the same meeting can car share or go on public transport together (potential personal safety benefit); however this is down to personal preferences.

11 Visitor travel information

- 11.1 Travel and transport information is supplied on the LFB website, and maps and locations for premises and public transport information is supplied on the hotwire intranet site.

12 Air travel

- 12.1 Business air travel costs are paid for by the Authority, in 2006/07 the total mileage of air travel was 153167 miles at a cost of £18795.50

