



East Sussex Fire and Rescue Service Travel Plan

November 2016

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Executive summary

A Travel Plan provides a strategy for managing travel demand and involves a dynamic process of implementation, monitoring and review. It is a package of practical measures with the aim of improving access by all modes of travel and improving choices for everyone. The underlying aim of any Travel Plan is to minimise the number of Single Occupancy Vehicle (SOV) car trips generated by encouraging a shift to more sustainable modes of transport, thereby mitigating the negative impacts of travel.

Whilst some of the measures and approaches identified within this Travel Plan will apply across all East Sussex Fire and Rescue Service (ESFRS) sites, the focus has been for ESFRS to mitigate the impact on staff and parking pressures at the Shared HQ site in Lewes.

East Sussex Fire and Rescue Service (ESFRS) are relocating from their existing office Headquarters in Eastbourne to the existing Sussex Police Headquarters in Lewes. ESFRS are committed to promoting sustainable access to the Shared HQ as a means to enhance accessibility for staff and visitors.

This Travel Plan has been produced to support this relocation. Site observation and staff consultation has been undertaken to help inform the Travel Plan which provides a framework of objectives and targets for ESFRS.

There are considerable opportunities for the encouragement of relocated staff to choose sustainable modes before travel patterns become entrenched. As such a toolkit of measures are proposed which are sufficiently flexible to meet the operational needs of the ESFRS but deliver tangible benefits to staff and visitors.

1 Introduction

1.1 Overview of the Study

East Sussex Fire and Rescue Service (ESFRS) are relocating from their existing site in Eastbourne to the existing Sussex Police Headquarters (Hereby referred to as Shared HQ) located in Church Lane in Lewes (Figure 1). There are currently 140 staff based at the Eastbourne site. Approximately 100 will be relocating to Lewes in March 2017.

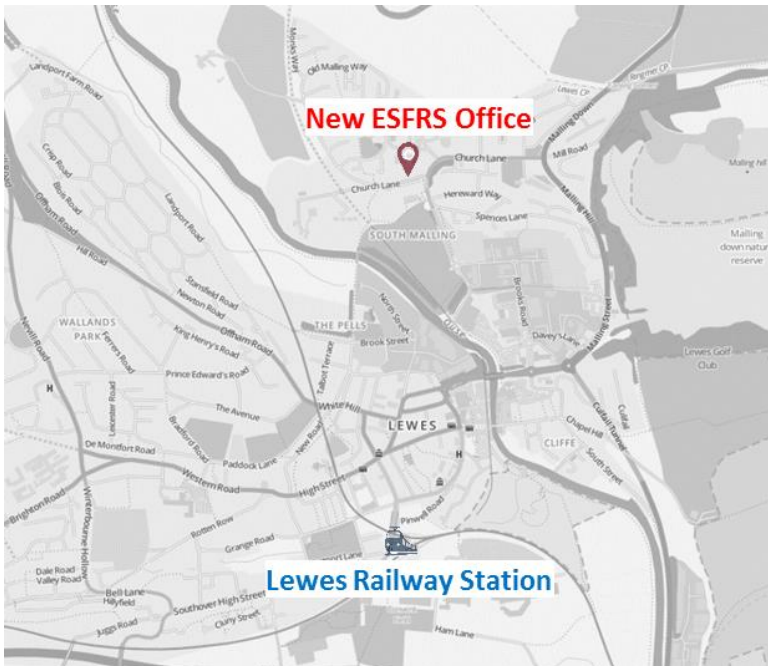
ESFRS have commissioned Mott MacDonald to produce a Travel Plan to support the relocation of staff to the Shared HQ in Church Lane, Lewes. Figure 1 provides context of the relocation from Eastbourne to Lewes.

ESFRS are committed to promoting sustainable access to the Shared HQ as a means to enhance accessibility for staff and visitors. This Travel Plan provides a framework of objectives and targets for ESFRS. The toolkit of measures proposed are sufficiently flexible to meet the operational needs of the ESFRS but deliver tangible benefits to staff and visitors.

Figure 1: Location Plan – Lewes, Eastbourne and Brighton



Source: OpenStreet Map, 2016

Figure 2: Detailed Location Plan – Shared Headquarters, Church Lane, Lewes

Source: OpenStreet Map, 2016

1.2 Benefits of the Travel Plan

The main benefits that can be expected from implementing a Travel Plan are as follows:

- Being an environmentally responsible organisation and satisfying planning requirements
- A workplace that is easier to access by all forms of transport, reducing anxiety and frustration about staff relocation
- Increased availability of parking spaces for operational vehicles and those who cannot use alternative modes
- Being a better neighbour to the surrounding community
- Reducing CO2 emissions to deliver on sustainability commitments
- Health benefits to staff and visitors, by an increase in exercise and reduced conflicts between traffic and pedestrians

1.3 Travel Plan Structure

This report has been prepared in consideration with national policy guidance documents and the requirements set out in East Sussex Travel Plan Guidance for New Development (2008). Following this introductory chapter, this Travel Plan is set out as follows:

- **Chapter 2:** Site and Accessibility Audit – sets out the existing site conditions at the Shared HQ including transport conditions in the vicinity in terms of travel by public transport, private vehicle, walking and cycling
- **Chapter 3:** Travel Plan Survey – sets out the findings from the 2016 staff travel survey
- **Chapter 4:** Travel Plan Objectives and Targets – sets out the initial objectives and targets that have been developed for this Travel Plan

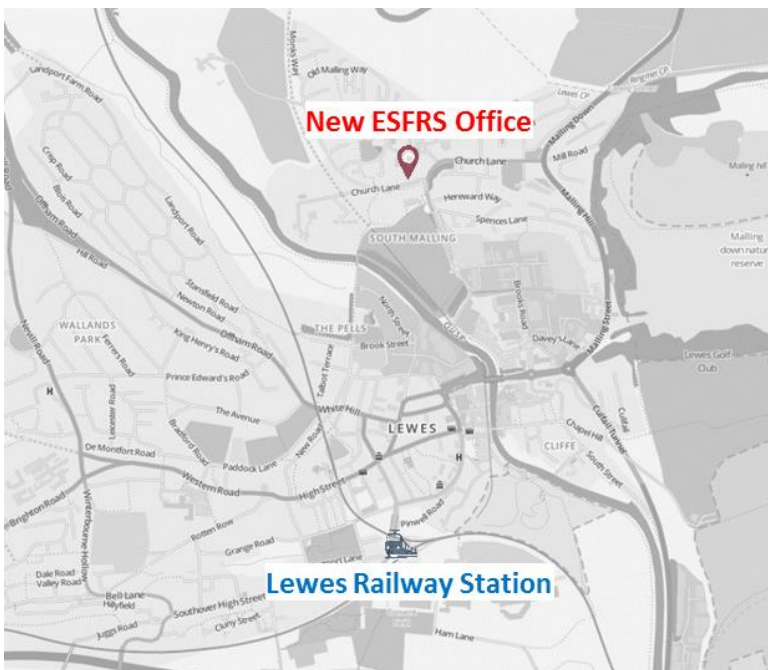
- **Chapter 5:** Travel Plan Measures – sets out the initial measures that have been developed and will need to be implemented
- **Chapter 6:** Travel Plan Monitoring and Marketing– provides details on how the Travel Plan will be marketed and monitored going to forward to ensure it is effective
- **Chapter 7:** Summary

2 Site and Accessibility Audit

2.1 Introduction

The new East Sussex Fire and Rescue Headquarters is located within Lewes East Sussex, approximately 8 miles north east of Brighton. It is situated to the north eastern side of Lewes on Church Lane which links to the A26 approximately 400 metres east of the site. The A26 provides a key route bypassing Lewes and providing a link to the A27 (south) and A22 (north).

Figure 3: Detailed Location Plan – Shared Headquarters, Church Lane, Lewes



Source: OpenStreet Map, 2016

2.2 Site Access

Access to the site is from Church Lane. Vehicular access consists of a single lane entrance and a single lane exit, both of which have security barriers and an intercom system linked to the security office to gain entry. Pedestrian access is via a gate alongside the vehicular access. The site has pedestrian footways with dropped kerbs allowing staff to walk between buildings.

2.3 Car Parking

On site, parking provision is spread across the site in numerous locations for operational vehicles and staff vehicles for both Sussex Police and ESFRS.

There are 608 car parking spaces on site. 44 spaces will be allocated to ESFRS which is comparable to the existing Eastbourne Headquarters. 4 of these will be at Malling House and 40 will be in the general parking areas. Of these, 6 spaces are required for operational response

needs. In addition, there are 3-4 pool cars which will be relocated to Lewes. This leaves a minimum of 30 spaces for staff.

2.4 Surrounding Roads

Church Lane and the surrounding roads are predominantly residential. South Malling Primary School is located approximately 300 metres east of the site. A retail park with several large stores is located approximately 500 metres to the south of the site.

Church Lane has a 30mph speed limit and has amber school warning lights during school hours. The road is in a good state of repair and is well lit. The road is between 7.5 and 8 metres wide with double yellow lines located in the immediate vicinity of the site. Adjacent to South Malling Primary School are “School Keep Clear” markings to improve access to the primary school.

To the east of the site, there is on street parking available, predominantly on the westbound carriageway adjacent to housing. Double yellow lines are present along the majority of the eastbound carriageway.

To the south of the site, Church Lane changes into Old Malling Way, (Figure 4) where there are double yellow lines on the westbound carriageway and a 100 metre section with no parking restrictions on the eastbound carriageway.

Footways are present along the entirety of Church Lane. The footways are segregated from the road by a small grass verge and are approximately one metre wide throughout.

Figure 4: Church Lane/Old Malling Way



Source: Mott MacDonald

2.5 Public Transport

2.5.1 Bus Services

There are several bus routes serving the town of Lewes and the Shared HQ site. These are both internal town services and external services to Brighton, Tunbridge Wells and the surrounding areas. There are eight bus routes with stops within a four minute walk of the site (Table 1). The nearest bus stops are located on Church Lane within 30 metres of the site

access. These bus stops have shelters, seating and real-time information, as shown in Figure 5. Lewes bus station is located approximately 700 metres (15 minutes' walk) from the site.

Table 1: Bus Services to Lewes

Route	Origin	Destination	Nearest Stop	Distance from Key stops Site	Key stops	Average Peak Frequency (per direction)	Average Off Peak Frequency (per direction)
28	Brighton	Ringmer	Outside Site	30 metres	Lewes Bus Station	2 per hour	2 per hour
29B	Brighton	Tunbridge Wells A26	Outside Site	300 metres	Lewes Bus Station	2 per hour	2 per hour
29B	Brighton	Tunbridge Wells A26	Outside Site	300 metres	Lewes Bus Station	2 per hour	2 per hour (AM only)
29x	Brighton	Tunbridge Wells A26	Outside Site	300 metres	Lewes Bus Station		1 per day
125	Eastbourne	Lewes	Outside Site	30 metres	Lewes Bus Station	1 per day (School days only)	
127		Lewes (loop service)	Outside Site	30 meters	Lewes Bus Station Station Street	Every 45 minutes	1 per hour
142	Eastbourne	Lewes	Outside Site	30 meters	Lewes Bus Station	1 per day (School days only)	
143	Eastbourne	Lewes	Outside Site	30 metres	Lewes Bus Station	3 per day	

Source: Brighton and Hove Bus and Coach Company / Compass Travel

Figure 5: Zebra crossing and bus stop on Church Lane



Source: Mott MacDonald

2.5.2 Rail Services

Rail services are available from Lewes Station which is approximately one mile south of the site. The 127 bus service links the Shared HQ with Station Street (a short walk to Lewes Station). Alternatively the station is a twenty minute walk from the Shared HQ with a steep incline for part of the route.

Lewes Station is on the intersection between the London to Eastbourne Line and the Brighton to Ashford International line. The station has direct services to London, Haywards Heath, Eastbourne and Brighton (Table 2)

Table 2: Rail services from Lewes Station

Route	Average Peak Frequency (per direction)	Average Off Peak Frequency (per direction)	Journey time (minutes)
Lewes ↔ Haywards Heath	2/3	2	20
Lewes ↔ Brighton	7	5	15
Lewes ↔ Eastbourne	4	4	20
Lewes ↔ London	2	2	70

Source: National Rail

The station has a car park with capacity for 273 vehicles and cycle storage facilities for approximately 200 bikes (Figure 6).

Figure 6: Cycle Storage at Lewes Station

Source: Mott MacDonald

2.5.3 Public Transport Accessibility Summary

Lewes is relatively well served by public transport with regular rail services and frequent bus services providing routes throughout the town as well as to other nearby centres. There are numerous bus routes serving the site, that continue on towards Lewes town centre calling at the bus station and/or high street. It should be noted that the distance between the station and the Shared Headquarters may be prohibitive for some.

2.6 Walking

The town centre is approximately 1 mile south of the Shared HQ (approximately a 20 minute walk). The most direct route to town is via a designated footpath and pedestrian bridge through Pell's Park. The route begins on Church Lane traveling south west past the recreation ground. The route crosses a pedestrian bridge, before passing Pell's open air swimming pool, from here the route climbs a slight gradient up St. Johns Hill. The route continues towards Lewes High Street passing the Castle to the West. From the High street here both the bus and train station are easily accessible by traveling down Broomans Lane and Station Street, respectively.

Alternatively pedestrians can travel south out of Shared HQ along Mayhew Way; the route meets the A26 which crosses the River Ouse on Phoenix Causeway. From here the road

ascends at a slight gradient continuing into Lewes town centre. This route has footways for the entirety and is well lit.

2.7 Cycling

There is good cycle provision within Lewes with an extensive network of cycle routes and cycle storage facilities at both the bus station (25 spaces) and train station (200 spaces). Regional Cycle Route 90 goes east towards Lewes from Brighton. This route ends approximately 1 mile from Church Lane, with no national cycle routes to the Shared HQ. However Church Lane is a quiet road that is suitable for cycling.

The bike store on site is shared with Sussex Police and has space for 48 bikes. Additional cycle storage for 32 cycles is currently being implemented by Sussex Police.

3 Travel Plan Survey

3.1 Introduction

To understand current staff travel behaviour and to support the development of this Travel Plan, a staff travel survey was conducted in August 2016. The raw survey data has been analysed as part of this study. In total, 89 staff members completed the survey.

3.2 Work Patterns

Staff were asked about their working patterns. Three quarters of staff (75%) stated they work full time and therefore the remaining 25% part time.

The vast majority (99%) of respondents were currently based at the Eastbourne Headquarters. Table 3 shows where respondents' future location will be – 80% (71 people) stated they would be moving to the Shared HQ.

Table 3: Future Working Location

Future Working Location	Number	%
Bexhill Fire Station	4	4%
Eastbourne Fire Station	6	7%
Lewes Shared Headquarters	71	80%
Service Training Centre - Maresfield	3	6%
Other	5	3%

Source: Staff Travel Survey, 2016

The remainder of the analysis in this section only considers those who are relocating to the Shared HQ.

3.3 Journey Characteristics

Respondents were asked a number of questions about their journey characteristics. This section looks at these and where appropriate compares them to existing travel patterns.

The relocation to the Shared HQ in Lewes sees an increase in the average travel distance to work from 8.13 miles to 15.71 miles (Table 4).

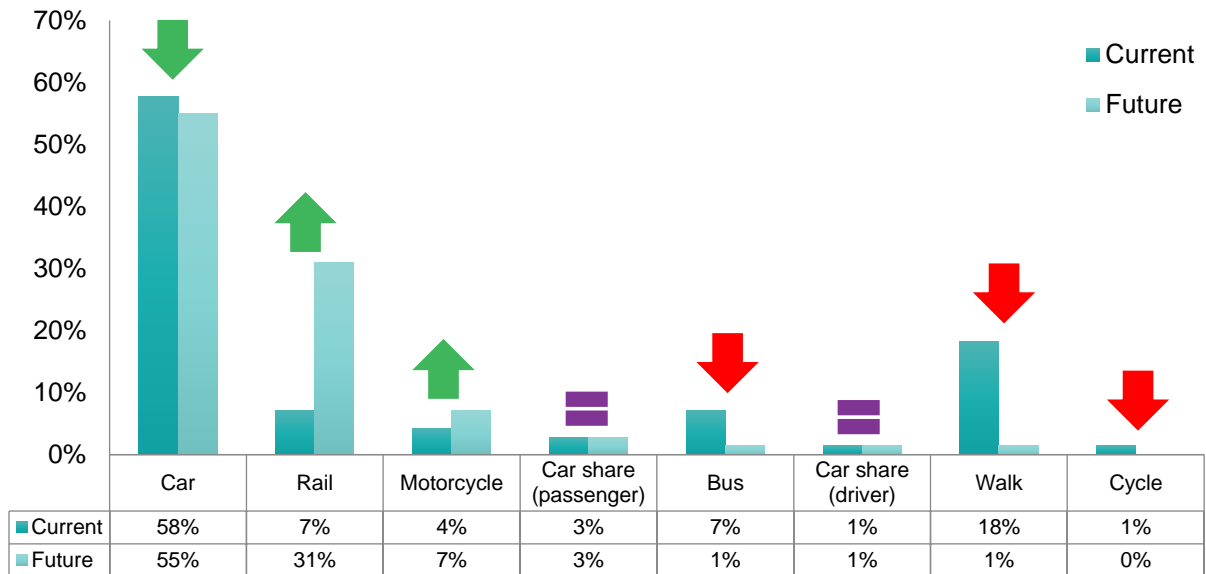
Table 4: Travel Distance to Work

Distance	Current	Future (to Shared HQ)
Less than a mile	18%	1%
1 - 2 miles	17%	0%
3 - 5 miles	20%	4%
6 - 10 miles	13%	8%
11 - 20 miles	21%	66%
More than 20 miles	11%	20%
Average	8.13 miles	15.71 miles

Source: Staff Travel Survey, 2016

Given the travel distance to work almost doubles, it is unexpected that there is a shift in the mode of travel staff propose to use (Figure 7). The proportion of staff driving remains broadly the same. However, active travel (walking and cycling) falls from 19% to just 1%. Conversely, public transport use (bus and train) increases from 14% to 32%.

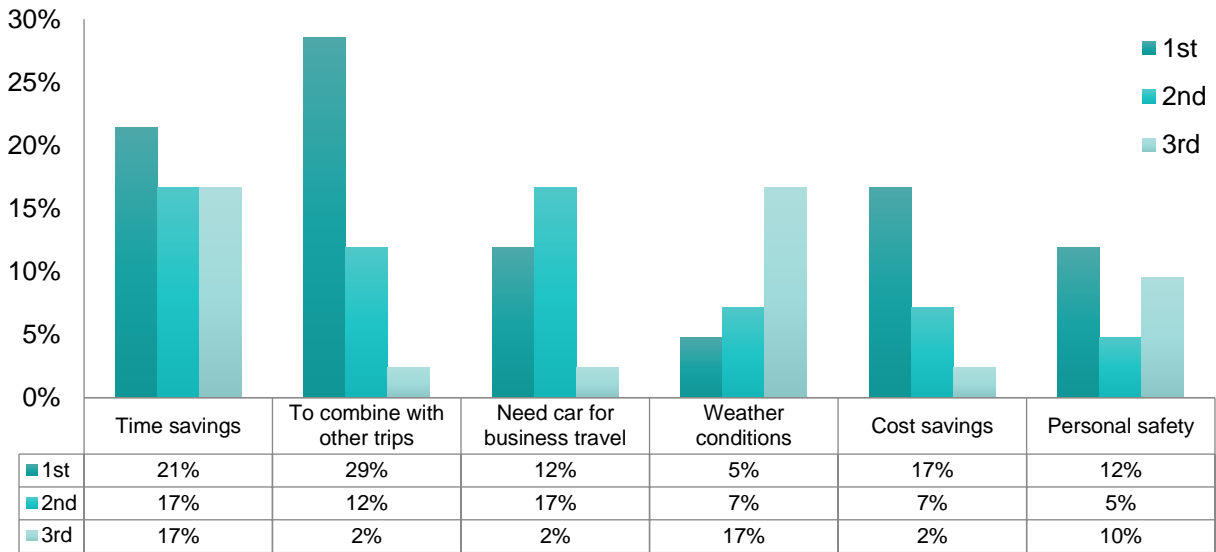
Figure 7: Mode of Travel to Work



Source: Staff Travel Survey, 2016

Respondents who propose to use they car were asked why they chose to do so, selecting their top three reasons (Figure 8). Time savings was recognised as the most influential factor by staff moving to the Shared HQ (55%). Combining with other trips was also a popular reason identified by 43% of proposed car travellers. Needing a car for business travel as identified as the third most popular reason selected by 31% of car travellers. These findings will help with the development of measures as to help provide non car alternatives which can satisfy these requirements.

Figure 8: Reason for Car Travel

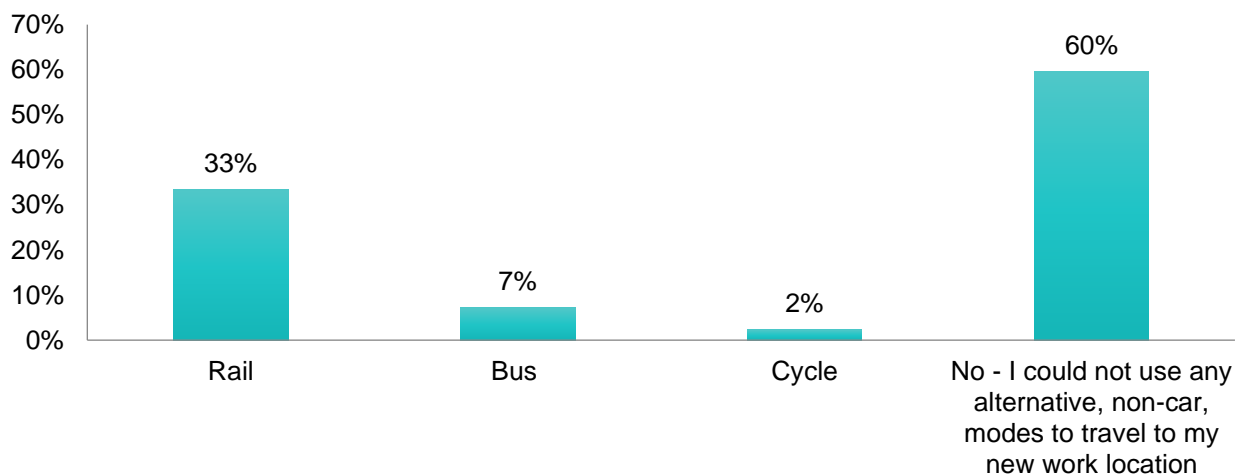


Source: Staff Travel Survey, 2016

This section will assess the possible alternatives available to staff who are proposing to drive to work.

From the 42 staff members who stated they would drive to work, 60% (25 people) stated they would be no alternative non-car mode. However, the remainder did indicate another mode of travel could be an option – with 33% selecting train, 7% selecting bus and 2% selecting cycle as alternative options (Figure 9).

Figure 9: Alternative Mode of Travel to Work

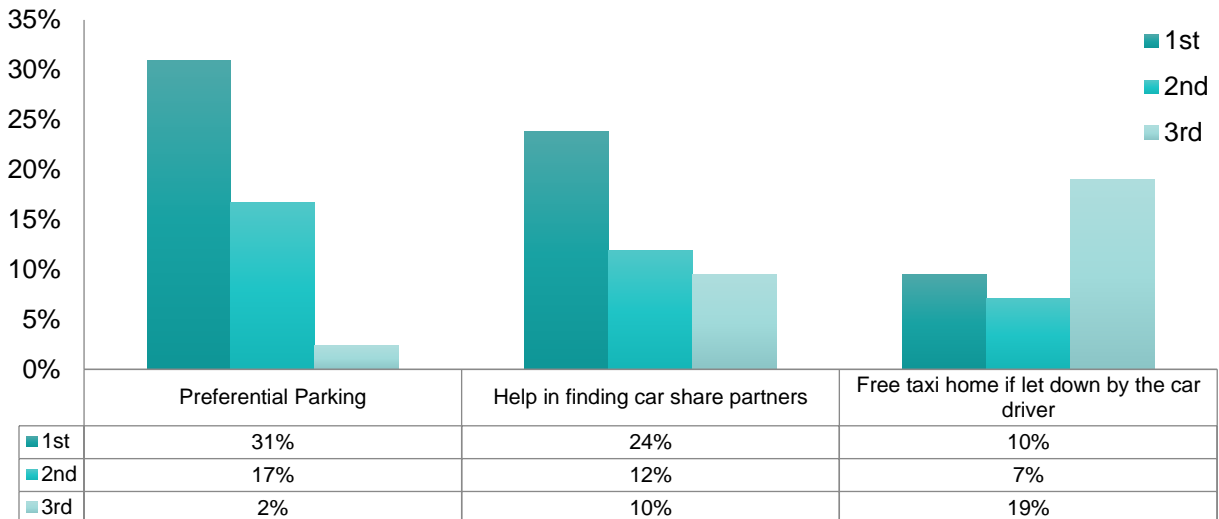


Source: Staff Travel Survey, 2016

Note: Respondents could select multiple options, hence totals don't sum to 100%

Those proposing to drive were asked what if anything would encourage them to car share. 26% of respondents stated nothing would encourage them to car share. Figure 10 shows the top three reasons respondents stated for what could encourage them. Preferential parking was indicated as the most influential factor in encouraging a staff member to car share (selected by 50% of potential car drivers). Help in finding car share partners (45%) and a free emergency taxi home if they were let down by the car driver (36%) were also popular influencers.

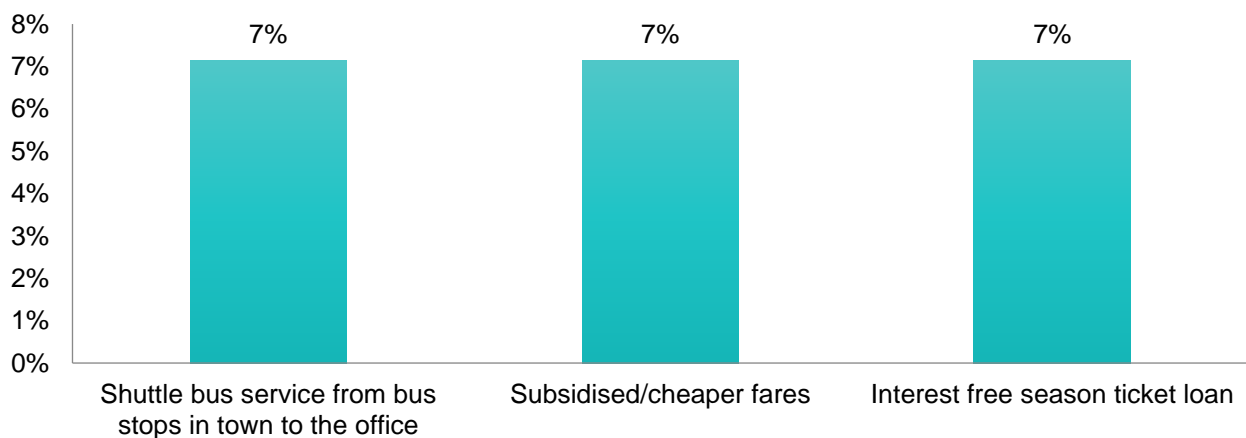
Figure 10: Encouraging Car Sharing



Source: Staff Travel Survey, 2016

Those proposing to drive were asked what if anything would encourage them to travel by bus. 52% of respondents stated nothing would encourage them to travel by bus with the majority stating there wasn't a suitable bus route for their journey. Figure 11 shows the top three reasons respondents stated for what could encourage them. A shuttle bus service from Lewes town centre, subsidised/cheaper fares and an interest free season ticket loan were all equally selected by 7% of potential car drivers.

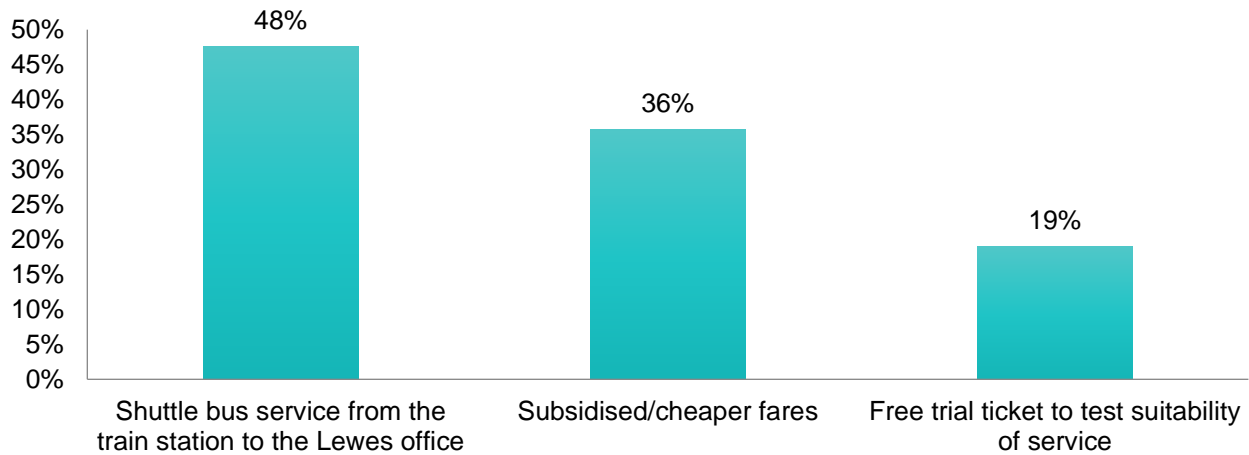
Figure 11: Encouraging Bus Travel



Source: Staff Travel Survey, 2016

Encouraging train travel was more popular amongst potential car drivers – only 29% stated nothing would encourage them to take the train. As with bus travel this was predominately because a suitable route was available. Figure 12 shows the top three reasons respondents stated for what would encourage them to travel by train. A shuttle bus between Lewes station and the Shared HQ was the most popular selected by 48% of potential car drivers. Subsidised/cheaper fares was selected by 36% of potential car drivers whilst 19% stated a free trial ticket would encourage them to test travelling by train.

Figure 12: Encouraging Train Travel



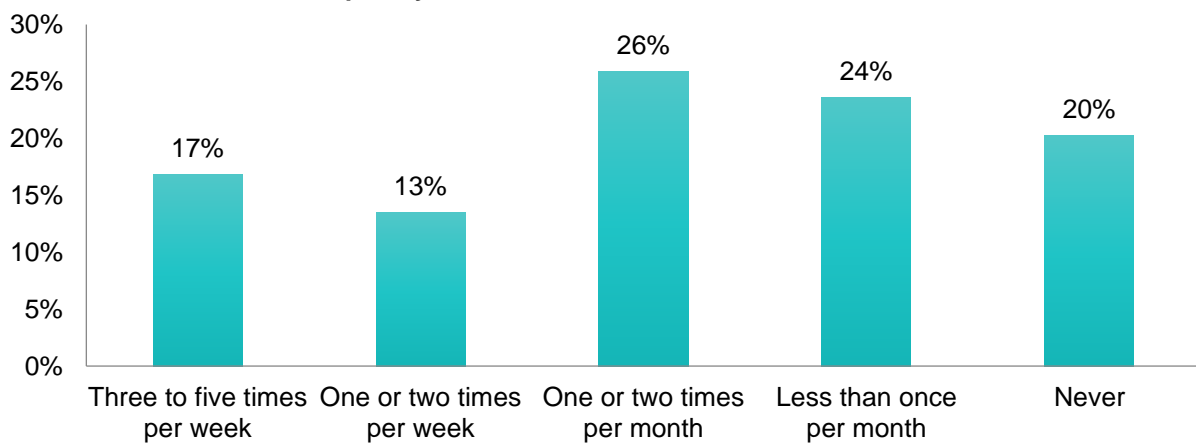
Source: Staff Travel Survey, 2016

Given the distances the majority of staff will be travelling from, options for encouraging walking and cycling were limited. 95% of potential car drivers stated nothing would encourage them to walk predominately due to the distance involved. 88% stated the same of cycling.

3.4 Business Journeys

The majority (80%) of staff undertake travel outside of their regular location work with 30% doing on once or more per week (Figure 13).

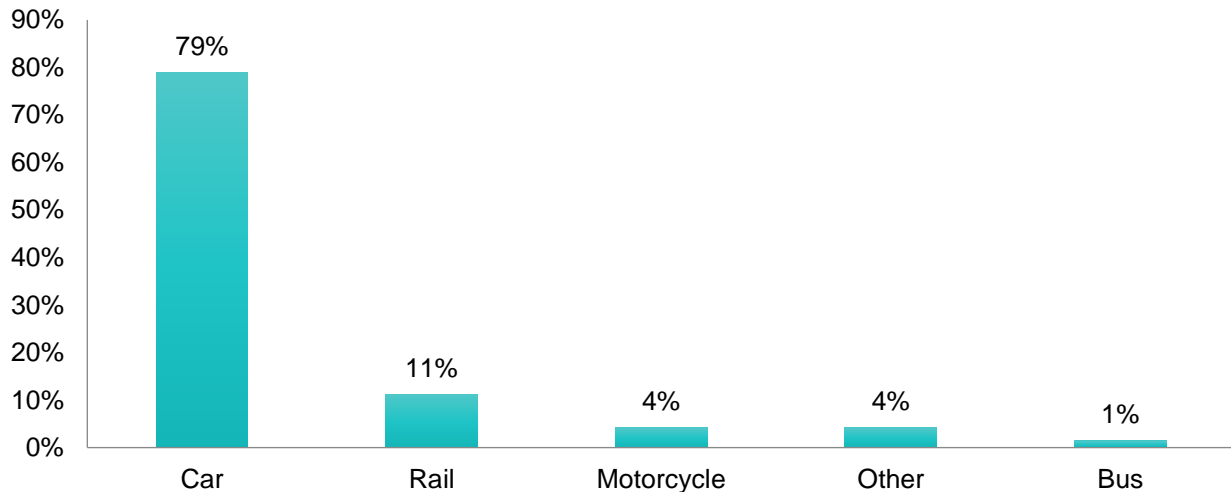
Figure 13: Business Travel Frequency



Source: Staff Travel Survey, 2016

Figure 14 shows the majority of staff indicated they make business journeys using a car. Very few trips (12%) are made using public transport. Staff who stated they use a car for business journeys were asked if they could carry out the journey using an alternative non car mode of travel. 61% of respondents stating they couldn't use another mode with cost, time and convenience the most popular reasons. However, 39% stated it was possible to use public transport with the train the most popular alternative.

Figure 14: Business Travel Mode



Source: Staff Travel Survey, 2016

3.5 Survey Summary

The survey results detailed in this section have been used in the following sections to help formulate appropriate targets and measures.

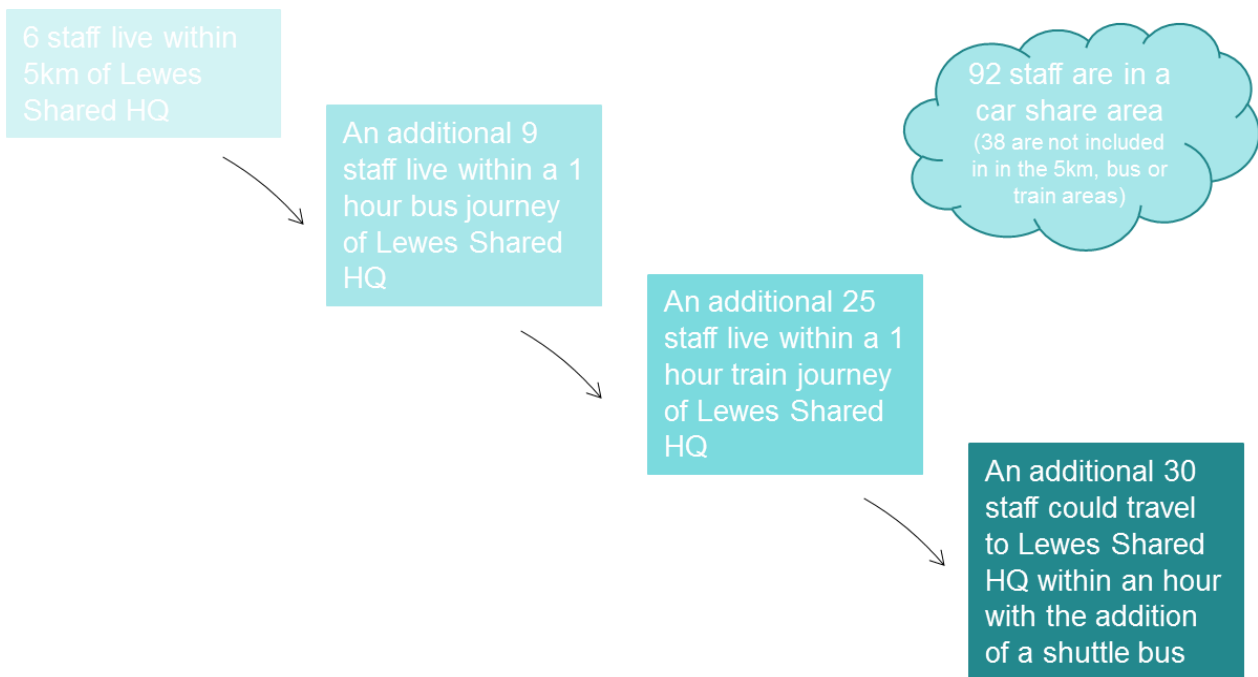
3.6 Staff Home Locations and Accessibility

Staff home postcodes were also collected separately with 125 postcodes collected. From this information, analysis has been undertaken to determine potential for travelling by active travel, bus, train or car sharing. The full analysis is within the document East Sussex Fire and Rescue Relocation: GIS Postcode Analysis.

A summary of the analysis is displayed in Figure 15. Currently 6 staff live within 5km of the Shared HQ and therefore can assume to be able to travel by means other than as a lone car driver (walk, cycle, local bus). Furthermore, an additional 34 staff live within a 1 hour public transport journey of the Shared HQ.

An additional scenario of having a shuttle bus between the Shared HQ and Lewis Station was analysed. With the addition of a shuttle bus, a further 30 staff could travel to the Shared HQ in less than an hour. Therefore, if ESFRS were to implement a shuttle bus service you could reasonably expect that 70 staff (56%) of staff can reach the Shared HQ site by public transport or local means.

Figure 15: Staff Postcode Analysis



4 Travel Plan Objectives and Targets

4.1 Introduction

The Travel Plan must have targets and objectives that are quantifiable and measurable over time, as means of assessing whether the methods implemented to influence travel behaviour amongst staff and visitors have been successful. They must be ambitious enough to provide East Sussex Fire and Rescue Service with the incentive to make every effort to achieving significant changes in travel patterns, yet be realistic and achievable.

The mode splits targets set out below for achievement within the life of the Travel Plan (5 years). Objectives are less specific and focus on the overriding principles behind the targets.

4.2 Travel Plan Objectives

The objectives of the Travel Plan are as follows:

- ESFRS aims to reduce the total travel generated by its activities including employees, visitors and deliveries
- ESFRS aims to increase the proportion of travel by sustainable modes including walking, cycling and public transport and to reduce those made by car (particularly lone car trips)
- ESFRS aims to ensure increased modal choice to employees and visitors
- ESFRS aims to reduce its carbon footprint for staff and fleet vehicles
- ESFRS will work with East Sussex Council and partners to support sustainable transport policy and implementation of sustainable travel infrastructure
- ESFRS will aspire to be a good neighbour by improving parking conditions surrounding the Shared HQ and endeavour to play a key role within the local community

4.3 Travel Plan Targets

With these objectives in mind, the following modal share targets (Table 5) based on the travel survey results in Chapter 3 are proposed.

It is recognised that these targets are ambitious. However they follow the survey results and staff home location postcode analysis and are achievable. It is proposed that a full staff survey is undertaken within a year of staff relocation and that the targets are reviewed to ensure they are realistic.

Table 5: Mode Share Targets

Mode	2016 Proposed Mode Share ¹	2021 Target Mode Share	Change
Car (lone driver)	55%	40%	15% decrease
Car share (driver)	1%	3%	2% increase
Car Share (passenger)	3%	4%	1% increase
Bus	1%	2%	1% increase
Train	31%	41%	10% increase
Walk	1%	2%	2% increase
Cycle	0%	1%	1% increase
Motorcycle	7%	7%	No change
TOTAL	99% ²	100%	

1: The '2016 Proposed Mode Share' is taken from the 2016 staff travel survey. Those relocating were asked how they planned to travel to the Shared HQ

2: Total doesn't sum to 100% due to rounding

5 Travel Plan Measures

5.1 Introduction

This section includes the core recommendations and Travel Planning measures for the East Sussex Fire and Rescue Service Shared HQ. These measures include actions to be taken forward by a number of different individuals and groups.

In order to implement the Travel Plan a dedicated Travel Plan Co-ordinator (TPC) role should be assigned. The co-ordinator will be responsible for progressing the measures and being a contact point for staff and visitors with regards to sustainable transport. They will also provide the link to East Sussex Planning Department.

The Travel Plan will be approved by the Fire Authority and progress will also be reported to the Corporate Management Team. This group along with the TPC will:

- Set tasks and priorities
- Monitor and review progress
- Ensure the work of the Travel Plan is co-ordinated with other policies and activities organisation
- Provide management support required to take ideas forward e.g. revisions to HR policies
- Identify any necessary funding required to deliver the Travel Plan

5.2 Travel Plan Measures

The following tables summarise the measures proposed for the Travel Plan.

The Timescale column categorises each measure into Short, Medium or Long Term schemes which broadly represent the following time bands:

- Short Term = 1-2 years
- Medium Term = 2-5 years
- Long Term = 5 years + (likely to be achieved beyond the life of the Travel Plan)

The Cost column categorises each measure into Low, Medium, or High cost which broadly represent the following cost bands:

- Low Cost= £0 - £5,000
- Medium Cost = £5,000 - £20,000
- High Cost = £20,000 +

A number of measures are identified that cover short to long term schemes. These were discussed with the ESFRS HQ Delivery Board on 21st September 2016. It was agreed the following measures (highlighted in green in the tables) are proposed to be implemented in the immediate short term:

- Car Parking Strategy
- Car Sharing Scheme
- Public Transport Discounts
- Sustainable Travel Loans

- Shuttle Bus Service (Three month trial)

5.2.1 Policy and Finance Staff Benefits / Measure

Measure	Timescale	Methodology	Cost to ESFRS	Issue / Objective Addressed/ Reason
Car Parking Strategy	Short	Develop and introduce a needs based parking system prioritising those who live furthest away and have no public transport options	Low	Supports use of sustainable modes Ensures operational needs are met and fair and equitable system
Car Sharing Scheme	Short	Develop a car sharing scheme either through East Sussex County Council Liftshare or a more informal internal model. Opening this up to Sussex Police staff based at the Shared HQ will allow greater opportunity for car sharing	Medium	Supports car sharing Reduces number of vehicles travelling to Lewes site Survey: 71% (30 people) of those proposing to travel by car could be encouraged to car share. A third of these indicated help in finding a car share partner and preferential parking would encourage them Postcode Analysis: 74% (92 people) are in a car share area
Relocation Policy	Short	Review relocation travel policy to ensure all travel modes are included. Consider the offer made for staff using non-SOV modes in particular sustainable modes of travel	Low	Supports use of sustainable modes Reduces number of vehicles travelling to Lewes site
Public Transport Discounts	Short	Investigate joining the easitNETWORK to provide discounted travel options for staff	Unknown	Supports use of sustainable modes Reduces number of vehicles travelling to Lewes site Survey: 38% (16 people) of those proposing to travel by car would be encouraged to travel by train or bus if subsidised/cheaper fares were available Postcode Analysis: 27% (34 people) of home postcodes were within an hour of Lewes Shared HQ by public transport
Sustainable Travel	Short	Consider introducing funding for sustainable travel to work such as season ticket loans or a cycle to work scheme	Low	Supports a choice of travel options to sites Reduces number of vehicles travelling to Lewes site
Travel Claim Policy	Medium	Develop a more rigid travel claim policy that ensures mileage claims are not progressed if there was a viable sustainable option	Low	Reduces mileage claim costs Encourages staff to consider travel options for business trips
Flexible Working	Medium	Review flexible working policies and promote to support sustainable travel	Low	Reduces the need to travel Allows flexibility to support the use of sustainable modes.

5.2.2 Infrastructure Measures

Measure	Timescale	Methodology	Cost to ESFRS	Issue / Objective Addressed/ Reason
Car Share Parking Bays and Policy	Short	Ensure sufficient provision of car sharing parking bays	Low	Supports car sharing Reduces number of vehicles travelling to Lewes site Survey: 71% (30 people) of those proposing to travel by car could be encouraged to car share. A third of these indicated preferential parking would encourage them. Postcode Analysis: 74% (92 people) are in a car share area
Shuttle Bus	Medium	Introduce a shuttle bus between Lewes Station and Shared HQ Prior to introduction, research should be undertaken into the feasibility and potential uptake of a shuttle bus.	High	Supports use of sustainable modes Reduces number of vehicles travelling to Lewes site Survey: 56% (40 people) of those moving to Lewes Shared HQ live in Eastbourne Survey: 48% (20 people) of those proposing to travel by car would be encouraged to travel by train or bus if a shuttle service was available (between Lewes Station and Lewes Shared HQ) Postcode Analysis: 27% (34 people) of home postcodes were within an hour of Lewes Shared HQ by public transport
Pool Vehicles	Medium	Review current provision of pool vehicles for business trips. If provision is adequate, promote use of vehicles (see promotional measures table). If provision is inadequate, increase provision.	High	Survey: 31% (13 people) of those proposing to travel by car need their car for business travel

5.2.3 Promotional Measures

Measure	Timescale	Methodology	Cost to ESFRS	Issue / Objective Addressed
Travel Plan Promotion	Short	Hold a Travel Plan launch event to promote the travel plan and the staff benefits available. Have information and relevant maps on public transport, walking and cycling. Event could be held in conjunction with Sussex Police	Low	Promotes sustainable travel opportunities to site for staff
Facilities Promotion	Short	Promote pool cars, cycle parking, shower and changing facilities through posters, intranet and email information	Low	Promotes sustainable and active travel Allows flexibility to support the use of sustainable modes
Travel	Short	Internet and Intranet: Review and update information about	Low	Ensure staff and visitors have access to up to date and

Information	Ongoing (Information for new starters)	travel to Shared HQ Hard Copy: Hold hard copy travel information at reception for staff and visitors (e.g. bus timetables) Staff: Provide travel information to relocating staff and new starters		relevant information for them to make an informed travel choice Promotes sustainable travel opportunities to site for staff and visitors Targets individual before travel patterns established.
Disseminate Travel Plan	Short	Issue summary electronic version of Travel Plan and survey results to management team and staff	Low	Promotes sustainable travel opportunities to site for staff
Events	Ongoing	Promote and co-ordinate site specific events such as 'Bike Week' or 'Car Free Day'	Variable	Promotes sustainable travel

6 Travel Plan Monitoring and Marketing

6.1 Travel Plan Monitoring

This section describes the monitoring proposals for the implementation of the Travel Plan. This methodology is designed to ensure that the Travel Plan is a 'living document', continually evolving in-line with the latest data on mode share and travel habits.

It is recommended that a period of 5 years be allowed for the Travel Plan to become firmly established and for benefits, both economic and sustainable, to become fully measurable.

It is proposed that the progress of the Travel Plan towards achieving mode-share targets should be monitored on an annual basis.

To this end, it is recommended that full surveys be undertaken in year 3 and 5 and smaller snapshot travel surveys be undertaken at the end of each year 1, 2 and 4. This will allow targets to be continually altered to reflect levels of success and ensure that final targets are realistic and achievable. In this way, the Travel Plan document should be a continually evolving study which maintains a high level of relevance through to its conclusion.

Travel Plan progress will be continually monitored through the review of progress against measures identified for implementation. Progress made toward these measures will provide an indication of the speed of movement towards full realisation of the plan and will allow corrective actions to be undertaken should any part of the plan be poorly adhered to or lacking in impact. These measures should be reviewed on an annual basis and amended as required.

In addition to travel surveys monitoring will also be undertaken in the form of reviewing usage of car parking, cycling parking and motorcycle parking, monitoring of business mileage and the take up of policies and promotions e.g. interest free loans for cycles.

6.2 Travel Plan Marketing

The following actions to inform staff, visitors, and neighbours of the Travel Plan are recommended utilising existing lines of communication. Where appropriate these events could be coordinated with Sussex Police. Many of these items link to initiatives covered in the promotional measures in Section 5:

- Hold a Travel Plan launch with information on the Travel Plan, public transport, walking and cycling maps attended by East Sussex Council if possible
- Promote and co-ordinate site specific events such as 'Bike Week' or 'Car Free Day'
- Advertise Travel Plan activities and events via universally accessible forums including payslips and posters
- Set up a Travel Plan intranet page with links to Travel Plan information
- E-newsletters sent directly to staff
- Produce a 'Travel Information Pack' for all new starters
- Produce a Travel Plan Guide to outline, summarise and explain the concept and findings of the Travel Plan. Disseminate to all staff and Management

7 Summary

7.1 Summary

Mott MacDonald has been commissioned by East Sussex Fire and Rescue Service to prepare a Travel Plan to support the relocation of staff from their office in Eastbourne to the existing Sussex Police Headquarters site in Church Lane, Lewes. This Travel Plan document provides the framework for that longer term management of travel to the Church Lane site in Lewes. As well as adopting approaches that will apply across the whole ESFRS estate.

Reviews have been undertaken and access issues and sustainable travel opportunities for the site identified through on site observations and consultation with staff. There are considerable opportunities for the encouragement of relocated staff to choose sustainable modes before travel patterns become entrenched.

The East Sussex Fire and Rescue Service is committed to ensuring a choice of travel at its site, and reducing its impact on the local community. It has introduced and will continue to implement a raft of policies to support sustainable modes.

A package of measures with suggested timescales and costs have been identified for implementation and promotion. Travel Plan objectives and targets have been set for achievement during the life of the Travel Plan with a system for administration, marketing and monitoring of the Travel Plan put in place.