

NSW Premier's Council for Active Living

Workplace Travel Plan Guidance

FINAL REPORT

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in consultation with the PCAL Workplace Travel Planning Group

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Introduction

The objective of the Premier's Council for Active Living (PCAL) Workplace Travel Plan Guidance is to facilitate uptake and development of best practice Workplace Travel Plans (WTPs) across NSW.

It is the intention that the PCAL Guidance will provide, in a concise and accessible manner, sufficient information to encourage and enable organizations to 'get started' with a WTP and provide signposting to key resources.

Crucially, the PCAL WTP Guidance will be the first specific stand-alone Workplace Travel Plan guidance in NSW.

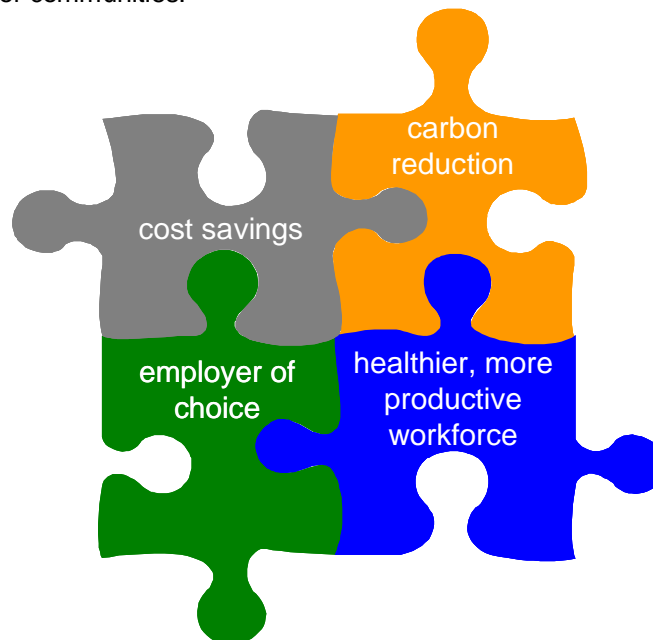
The Guidance will be web-based on the PCAL website.

There is an imperative for action

The recently released 'State of Australian Cities, 2010' commented that 'congestion, if not addressed, will continue to grow as a serious negative not only for lifestyle but also for the negative economic impacts'.

Workplace Travel Plans are an accepted method for bringing about change related to travel and transport.

There is well documented evidence (collated since the mid 1990's) which continues to demonstrate that good workplace travel plans can deliver positive outcomes – for organisations, for employees and for communities.



On the basis of this evidence, many governments have accepted the case and moved into an implementation phase.

Good Workplace Travel Plans are new to NSW, but are increasingly being considered as part of 'the solution' by Government and the private sector alike.

There is a significant body of literature available on Workplace Travel Plans, from general guidance to specific case studies, though much is UK based or orientated. There is no specific dedicated NSW Workplace Travel Plan resource.

Anecdotal evidence suggests take-up and roll-out in NSW is being inhibited by a lack of practical and easily accessible guidance.

Considering the available WTP guidance, there are three additional issues:

- 1) it is often not very helpful in getting high-level (i.e. senior management) buy-in;
- 2) the language used has a tendency to be over-technical and uninspiring to the non-professionals (who are often charged with making the case and implementing the plans)
- 3) it is often unclear as to what size and type of organisation workplace travel plans are appropriate for.

The PCAL Guidance is an opportunity to facilitate uptake of WTPs

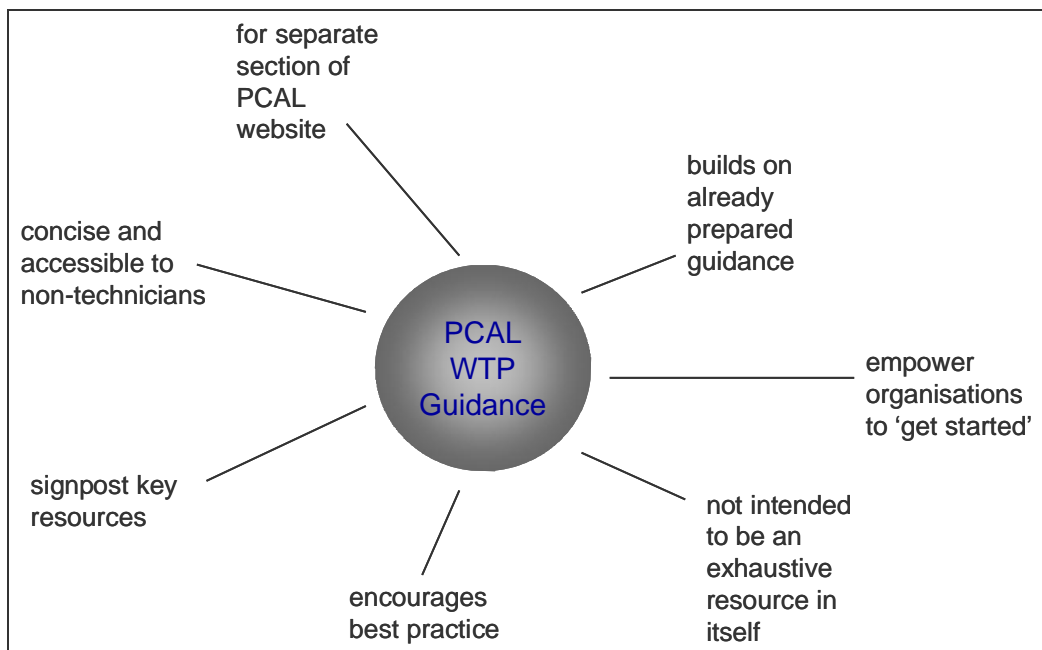
There are broadly four motivators for an organisation to implement a WTP. The PCAL Guidance can address two of these motivations (see shaded circles below).



Dimensions of the PCAL Guidance

The Guidance brings together, into one easily accessible and practical resource, existing relevant workplace travel planning information. It distils the most important information to enable people to get started.

The content has been developed on the basis of experience of what works (from the author and working group participants) and other guidance from Australian and international sources.



It is intended that the Guidance will have three outcomes:

- 1) **De-mystify Workplace Travel Plans**
 - a plain English, practical guide to get organisations started
 - appropriate for non-technicians and technicians alike
- 2) **Help to get top-level buy-in**
 - Demonstrating the type of value created by WTPs
- 3) **Show that WTPs can work for organisations of different sizes and types**

The NSW Premier's Council for Active Living

Workplace Travel Plan Guidance

Is your organisation facing challenges related to travel and transport?

Have you been asked to find out more about Workplace Travel Plans?

Do you already have a Workplace Travel Plan but are unsure what to do next...?

If so, this PCAL resource is a great place to start.

The PCAL Workplace Travel Plan Guidance gives an overview of 'Workplace Travel Plans' based on established best practice.

It will help you to understand what a Workplace Travel Plan is and why it might be of value to your organisation.

It will also lead you through the process for developing a Plan, based on the experiences of one employer.

And it offers links to good Workplace Travel Plan examples as well as lists of key Australian and international references.

Key references

UK Department for Transport "The Essential Guide to Travel Planning"
<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/essentialguide.pdf>

TravelSmart Victoria "Workplace Employer Pack"
<http://www.transport.vic.gov.au/DOI/Internet/ICT.nsf/AllDocs/3C30A6F0F55E650FCA2576100011BCD0?OpenDocument>

New Zealand Transport Agency "Workplace Travel Plan Coordinator's Guide"
<http://www.landtransport.govt.nz/sustainable-transport/workplace-travel-plan>

Sustrans "Active Travel Workplace Toolkit"
<http://www.sustrans.org.uk/what-we-do/active-travel/active-travel-publications/active-travel-workplace-toolkit>

British Standards Institution British Standard for Travel Plans
<http://www.bsi-global.com/en/Shop/Publication-Detail/?pid=00000000030180397>

The transport challenge

Across Australia, all states are facing transport challenges. More people, more travel, more congestion, less space, less time.

But the ability to access jobs and services and to be able to travel easily and efficiently is essential for a healthy growing economy.

How to balance these demands for increasing mobility with the imperative to minimise congestion and environmental impacts is one of the greatest challenges Australia will face.

Workplace Travel Plans are now proven as one way in which organisations and Government can better manage travel and transport, to the benefit of all stakeholders:

- the organisation,
- its employees, and
- the wider community.

Here's some of the bigger companies who have invested in developing successful workplace travel plans, in Australia and overseas:

- ✓ Optus
- ✓ Vodafone
- ✓ Melbourne Water
- ✓ BBC
- ✓ GlaxoSmithKline
- ✓ HBOS
- ✓ UK Department of Transport

Workplace Travel Plans are an opportunity for NSW...

According to the NSW Government's recently released 2010 Metropolitan Transport Plan, by 2036 Sydney is expected to grow by 1.7 million people to a population of 5.98 million. On an average weekday in 2036, there will be over 3.5 million vehicle trips, over two million rail trips (up from 850,000 in 2006) and 1.6 million bus trips. The numbers are quite staggering.

So, it is more than likely that all employers in NSW will, at some point, face their own challenges related to travel and transport:

- providing parking for staff may be too costly;
- business travel may be increasingly expensive and time consuming;
- traffic congestion can waste time, and affect productivity;
- recruitment might be difficult because of a lack of good transport options for commuting; and
- community and shareholder pressure to be seen to be 'green'.

All these issues can be addressed and resolved through a Workplace Travel Plan.

...but they are not yet commonplace...

In NSW, it's quite common to find organisations which have implemented one-off active transport initiatives, often called 'end of trip facilities' such as cycle racks.

Whilst these initiatives may solve a particular problem or need, they will not result in the sort of wider benefits which are known to come from having a Workplace Travel Plan – an integrated package of measures which work together to achieve a bigger outcome.

Northern Beaches Health Service Workplace Travel Plan

The Plan has been designed to improve the health and well-being of their employees, and so position the health service as a leader in health promotion.

“As a health service we want our Plan to set an example to other businesses and organisations” – Paul Klarenaar

It has generated a lot of interest amongst the media and local community.

And monitoring data suggests an increase in the number of people cycling to work.

<http://www.nsccha.health.nsw.gov.au/healthpromotion/>

One of the reasons for the additional benefits comes from the synergies that develop between individual measures. For example promoting use of public transport and also making sure the pedestrian routes to the workplace are direct, safe and sheltered.

Workplace Travel Plans are not new to Australia, but there are only a couple of examples in NSW of organisations which have developed and seen the significant benefits of a fully integrated package of measures - a Workplace Travel Plan.

But more and more organisations are starting to recognise the potential benefits and starting to talk about developing their own Plans.

Key references

Optus Workplace Travel Plan

http://www.pcal.nsw.gov.au/case_studies/optus

Northern Beaches Health Service Workplace Travel Plan

http://www.healthpromotion.com.au/Documents/Go_Active2Work/TravelPlanNBHS2009.pdf

Randwick City Council

Contact PCAL for more information

RTA

Contact PCAL for more information

The University of Sydney

Contact PCAL for more information

Good Workplace Travel Plans work

There's no such thing as a 'standard' Workplace Travel Plan, or a standard cost or standard benefit, because the form and design of a Plan depends entirely on the nature of the organisation developing it and the outcomes they want to achieve. But it is accepted that Workplace Travel Plans do work.

Evidence collected since the mid 90's shows that good workplace travel plans reduce the amount of people driving to work by 5-15%. Even at the lowest point, these percentages translate into parking spaces freed up, costs reduced, and a positive impact on the community and on traffic congestion.

Optus Workplace Travel Plan

Originally developed in response to the company's relocation to Macquarie Park, Optus' Plan is now in it's 4th year and forms an integral part of the business.

The strategy involves reducing the need to travel; improving non-car methods of travel; and making the most efficient use of the car parking spaces on-site.

Monitoring results continue to show a significantly greater proportion of Optus employees travel to work by active transport modes, particularly public transport, than is the norm in the business park.

The Plan wholly self-funded, using revenue raised from charging for car parking spaces.

http://www.pcal.nsw.gov.au/case_studies/optus

Historically, Workplace Travel Plans have been developed to focus on sustainability or environmental issues, but as the wider benefits have been recognised organisations are developing Plans for more varied reasons:

- Attract and/or retain a more diverse and inclusive employee group
- Improve employee health, wellbeing and work/life balance & reduce absenteeism
- Enhance the organizations sustainable/environmental credentials and standing as an employer of choice
- Reduce road or other network congestion in and around sites
- Optimise overall productivity (as a result of any of the above)
- Save costs
- Minimise the organisation's environmental impact

And remember, a workplace travel plan is not just something for the big companies, or for corporate offices. Smaller organisations, like theatres, charities, cleaning companies, travel agents and hotels are getting involved. The UK's Transport for London has had widespread take up of their 'enterprise' programme to help organisations with 20-250 employees get travel plans up and running.

Key references

The Effects of Smarter Choice Programmes in the Sustainable Travel Towns: Summary Report, February 2010, Sloman et al, for UK Department of Transport.

<http://www.dft.gov.uk/pgr/sustainable/smarterchoices/smarterchoiceprogrammes/>

[Active travel and healthy workplaces](#), Sustrans, UK.

<http://www.sustrans.org.uk/what-we-do/active-travel/139/the-evidence/workplace-active-travel>

Review of Urban Congestion, trends, impacts and solutions. Council of Australian Governments, 2006.

<http://www.btre.gov.au/info.aspx?ResourceId=256&NodeId=132>

Can promoting physical activity in the workplace reduce absenteeism? UK Transport for London, not dated.

<http://www.tfl.gov.uk/corporate/projectsandschemes/workplacetravelplanning/7680.aspx>

Good Workplace Travel Plans can create value for an organisation

The real advantage of Workplace Travel Plans is that organisations can tailor the process to achieve whatever outcome they need. And successful Workplace Travel Plans don't always focus on trips to and from work; often the focus is on travel for business meetings, or travel between different work sites.

The Vice Chancellor of The University of Sydney has committed to developing a Workplace Travel Plan as part of the 'Sustainable Campus' initiative to reduce greenhouse gas emissions and reduce the university's impact on the environment.

Here are some of the reasons why your organisation might consider a Workplace Travel Plan:

Need to reduce business travel costs?

The Travel Plan could include increasing the use of video and telephone conferencing, and encouraging the uptake of instant messaging. Switching Fleet cars to 'greener' cars offers another opportunity, as does promoting and supplying pool cars for work related trips with employees even encouraged to share cars for work journeys.

Not enough car parking spaces to meet employee demand?

Telling an employee they can no longer have a company car parking space is not an enviable task. But a well designed travel plan can resolve this very difficult and sensitive issue. It must focus on encouraging those who do not need to drive to work to commute by other means, freeing up enough spaces for those who 'need' to drive. This will mean lots of incentives – like subsidised public transport costs – to be implemented first, and then disincentives – like car parking charges with reduced rates for car sharers – implemented in stage two.

Need to develop a 'greener' company image?

Concentrate the Travel Plan on reducing the level of carbon associated with your organisation's business travel. Be able to say 'we saved ten tonnes of carbon by using video conferencing instead of flying to meetings'. Use your commitment and results to demonstrate good Corporate Social Responsibility – minimizing your organisation's environmental footprint. Perhaps sign up to a national accreditation scheme to get wider public recognition. Many new employees actively look to work with companies who are environmentally responsible.

Relocating to a less accessible site?

Mitigate the risks by developing a travel plan designed to ensure all current employees can easily get to work at the new site. The emphasis is likely to be on de-mystifying the new journey by providing easily accessible information on travel options, maybe through personalised journey planners, travel briefings and transport access guides. It may be necessary to provide new transport services, possibly a car sharing scheme, and could be a good opportunity to promote cycling and walking.

Travel Plan a Condition of Development Consent?

Councils are increasingly asking organisations to produce a travel plan as part of their relocation. Your plan should focus on ensuring the new site (and the traffic generated) does not unduly impact on the local area, including congestion and air pollution. The Travel Plan is likely to be broad in-scope and require infrastructure investment (such as bicycle racks) as well as motivational campaigns to staff. You will likely be given binding targets showing the proportion of people travelling to work by different types of transport, with penalties if they are not achieved. It is essential these targets are built on a realistic assessment of travel patterns. See additional references *'Using the Planning Process to delivery workplace travel plans'*

Problems with recruitment and sickness absence...?

The goal of the Travel Plan could be ensure employees have access to a wider choice of travel options. Promoting active travel options like walking and cycling will improve the motivation, health and fitness of your employees. This is proven to improve productivity and reduce sickness absence. Also reduced travel costs for employees means happier staff, and you become a more attractive employer.

A Workplace Travel Plan is a common sense business management tool

A well designed Workplace Travel Plan will deliver efficiencies, savings and benefits - to the organisation, its operations and employees.

It can have a positive impact on corporate social responsibility, your carbon footprint and improve an organisation's brand and position in the market.

A Workplace Travel Plan will be strategic as well as dynamic, designed to link into an organisation's existing business systems and processes.

It will include promotion of 'sustainable' travel choices such as walking, cycling, using public transport and car-sharing and car-pooling. This will be reinforced with promotion and incentives and by the management of workplace parking.

It can also include action to reduce the need to travel, such as telecommuting, and focus either on travel to and from work or travel during work, or both.

It's fundamentally about change...

- changing an aspect of how your organisation does business,
- changing the way your employees work during the day,
- changing the image of your organisation,
- even changing the way your employees travel to and from work.

But it is not change for the sake of change.

Crucially, the precise form and outcomes of the Travel Plan will be entirely determined by the organisation itself.

It's easy to spot a good Workplace Travel Plan

What a Workplace Travel Plan looks like, what it costs and what it achieves depends on the organisation developing the Plan.

But, if you want to give your Plan the best chance of looking good and achieving the outcomes you want, the evidence suggests that these are the 'keys to success':

| | |
|----------------------|---|
| Vision | <ul style="list-style-type: none"> ▪ Goal articulated – what's the big picture issue? ▪ Objective clearly defined – what do we want to achieve? ▪ Recognition that strategy is on-going, not one-off |
| Process | <ul style="list-style-type: none"> ▪ Responsive to unique conditions of site and characteristics of the organisation ▪ Measures in place prior to occupation of new development (if applicable) ▪ Management commitment & strategy aligned with internal corporate objectives ▪ Systematic approach to monitoring and reviewing performance |
| Analysis | <ul style="list-style-type: none"> ▪ 'Problem' understood and defined - baseline data from staff travel surveys, qualitative research & benchmarking identification of site opportunities & barriers |
| Solutions | <ul style="list-style-type: none"> ▪ Hard, outcome based targets ('achievable & stretching') ▪ Package of measures (incentives & disincentives) – clearly based on analysis & objectives ▪ Regular evaluation of effectiveness ▪ Car parking options consistent with objectives |
| Resources | <ul style="list-style-type: none"> ▪ Budget committed ▪ Individual/s nominated with responsibility for transport strategy & administration ▪ Partnerships developed (with local authority, transport providers, neighbours) |
| Communication | <ul style="list-style-type: none"> ▪ Continuous employee engagement, responsive to concerns, from inception ▪ Open, honest & straightforward information provided ▪ Transport strategy documented & available |

There's no 'one size fits all' travel plan, but a plan can be tailored to suit every organisation

It's a common misconception that Workplace Travel Plans are only appropriate for large organisations with predominantly white collar employees. This is not the case. Any organisation can benefit from a Plan, but the type of plan appropriate for a large organisation is likely to be quite different to a Plan appropriate for a much smaller employer.

Randwick City Council Workplace Travel Plan covers employees at all the council buildings, including the depot, two libraries, a recycling centre, nursery, childcare centre and an aquatic centre. And of course their head office, on Frances Street in Randwick.

The table below gives some examples of travel plans appropriate for different sizes and types of employers.

| | 20 or less employees | 20-250 employees | 250 plus employees |
|--|---|---|--|
| Mainly office based employees | <p>Generic process can be very low key and informal.</p> <p>Consider focusing on one or two low cost key initiatives or promotions which will directly benefit employees and impact positively on the business – measures to support walking and cycling for instance.</p> | <p>Likely to be beneficial to form alliances with other organizations in the locality also developing a WTP.</p> <p>Could focus on key cost saving opportunities such as business travel, and reducing fleet expenses.</p> | <p>A full package of travel plan measures is likely to be required, with a dedicated travel plan coordinator.</p> <p>Larger organizations could consider working in partnership with transport providers and the local authority to offer new/enhanced services.</p> |
| Employees mainly working outside/in workshops | <p>Look into joining existing car sharing databases, bicycle clubs etc.</p> <p>Try and form alliances with other organizations developing a travel plan.</p> <p>Look into forming a 'Transport or Travel Plan Network' (see <i>additional references 'Travel Plan Networks'</i>).</p> | <p>Likely to need consideration of cars as a 'tool of trade', i.e. for carrying equipment. Could be opportunities to promote car sharing.</p> <p>Could also consider promoting walking & cycling more as social activities, to improve staff health and fitness.</p> | <p>Dedicated employee buses may be appropriate.</p> <p>WTP is likely to need to consider transport & travel impacts on the local community.</p> |
| Employees mainly working unsociable hours/shifts | | <p>May initially seem to be limited opportunities to encourage people onto non-car forms of transport.</p> <p>Consider focusing on making access to public transport safer & easier.</p> <p>May also be opportunities to promoting car sharing (for those on matching shifts), but will need 'emergency ride home' support.</p> | |

Success is all about process

“...go about it the right way and you’ll end up with the right outcome...”

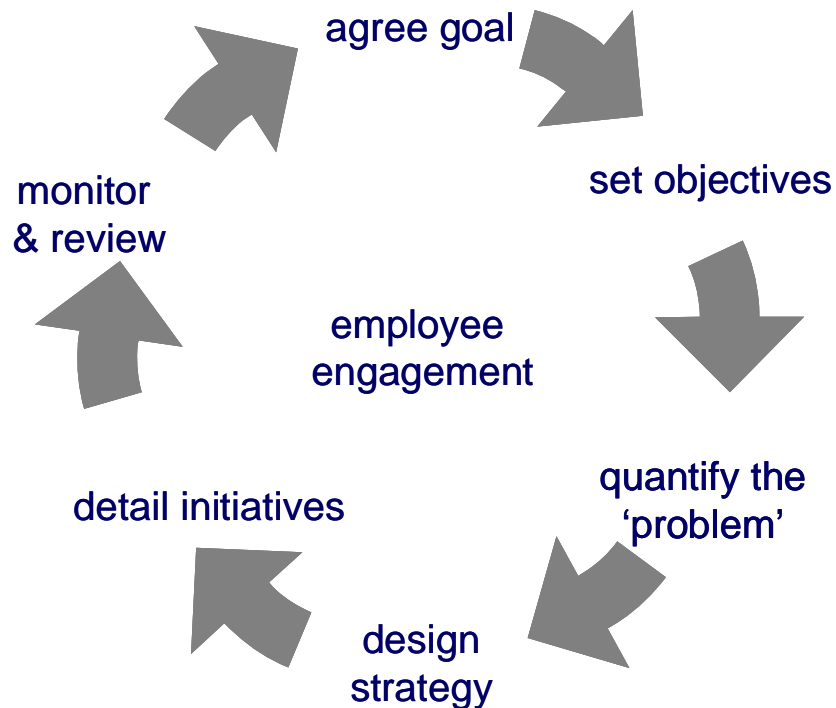
The basics of developing a Workplace Travel Plan do not need any particular transport planning expertise.

You might want to buy-in some specific advice, but there are considerable benefits to doing as much as possible of the planning in-house. After all, it’s your organisation that’s going to have to live with it, so the more you know and understand about it the better.

Success lies in following the process outlined below.

It is based on established transport planning principles and practice.

It starts with ‘agree goals’... and the whole process is shown as circular because a Plan should keep evolving over time.



Keep in mind the significant benefits that sticking to the process will bring:

- everyone will understand why you have a Plan
- everyone in your organisation will know what is expected of them
- people are unlikely to object to particular measures
- you will be able to assess whether a measure is appropriate or not
- you will know where and when to target your resources
- you will be able to justify why some things have been included and others not
- you will have, ready made, the basis of a solid case to convince decision makers within your organisation of the need for a Workplace Travel Plan

Remember, a Workplace Travel Plan is NOT a document

It is a 'living' tool for managing and resolving travel and transport issues.

It may be articulated in a document, and often this is a requirement of Planning Consent, but it is much more than just a document.

Need a bit more help figuring it out...?

If it all seems a bit daunting and long-winded, and you're wondering if it's really worth the effort (and why can't you just start with a travel survey...?), take a look at the **Case Study Example**.

This will also be useful for organisations that have started mid-way through the process, and might now want to go back and try and fill in the gaps.

The Case Study example explains the different stages in detail, demonstrates how the whole process is designed to fit together, and gives examples of 'good practice' and 'poor practice' to illustrate each of the points.

CASE STUDY EXAMPLE

see how it can work in practice:

**follow the progress of fictitious 'Company XYZ' in
developing their Workplace Travel Plan**

<<<CLICK HERE – see Appendix 1>>>

Additional references

Workplace Travel Plans Case Studies

- [Australia](#)
- [New Zealand](#)
- [UK & Europe](#)
- [Australian academic references](#)

Workplace Travel Plans work - evidence

Costs and benefits of Workplace Travel Plans - evaluations

Using the Planning Process to deliver Workplace Travel Plans

Setting up Travel Plan Networks

Preparing a Workplace Travel Plan

- [A business case](#)
- [Site Audit Tools](#)
- [Monitoring](#)

Workplace Travel Plan initiatives

- [Reducing the need to travel](#)
- [NSW car share clubs](#)
- [Cycling and walking](#)

Useful data sources

Workplace Travel Plan Case Studies

Australia

Aviva, Melbourne

<http://www.transport.vic.gov.au/doi/internet/ict.nsf/headingpagesdisplay/travelsmartcase+studies>

Melbourne Water

<http://www.transport.vic.gov.au/doi/internet/ict.nsf/headingpagesdisplay/travelsmartcase+studies>

Griffith Hack, Melbourne

<http://www.transport.vic.gov.au/doi/internet/ict.nsf/headingpagesdisplay/travelsmartcase+studies>

Woodside Energy, Perth; Water Corporation of WA, Northcote High School Melbourne; The Alfred Hospital Melbourne.

[http://www.transport.vic.gov.au/DOI/DOIElect.nsf/\\$UNIDS+for+Web+Display/FE0763213FB3794BCA25733F001C1E12/\\$FILE/TravelSmartEmployerPack2005.pdf](http://www.transport.vic.gov.au/DOI/DOIElect.nsf/$UNIDS+for+Web+Display/FE0763213FB3794BCA25733F001C1E12/$FILE/TravelSmartEmployerPack2005.pdf)

TravelSmart Victoria. Website includes detailed case studies.

<http://www.transport.vic.gov.au/doi/internet/ict.nsf/headingpagesdisplay/travelsmartcase+studies>

New Zealand

Waitakere City Council Workplace Travel Plan

<http://www.waitakere.govt.nz/AbtCit/ec/travelplanning.asp>

Greater Wellington Regional Council

<http://www.gw.govt.nz/travelplans>

UK & Europe

Department for Transport

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/casestudy/>

Transport for London Travel Plan.

<http://www.tfl.gov.uk/assets/downloads/corporate/the-tfl-travel-plan.pdf>

Department for Transport Travel Plan.

<http://www.dft.gov.uk/pgr/sustainable/travelplans/dfttravelplan/departmentfortransporttravelplan>

<http://www.dft.gov.uk/pgr/sustainable/travelplans/dfttravelplan/departmentfortransporttravel1780>

Transport for London website. Includes several workplace travel planning guides including an enterprise scheme guide (20 – 250 employees) and corporate scheme guide (250+ employees).

<http://www.tfl.gov.uk/assets/downloads/corporate/a-new-way-to-work-enterprise-guide.pdf>

<http://www.tfl.gov.uk/assets/downloads/corporate/guide-to-the-corporate-scheme.pdf>

Association of Train Operating Companies (ATOC)

<http://www.stationtravelplans.com/what-are-stps>

European Platform of Mobility Management (EPOMM)

http://www.epomm.org/cs_search.phtml?main_ID=822&kwordid=227

Transport for London. Good practice travel planning guide for National Health Service sites.

<http://www.tfl.gov.uk/corporate/projectsandschemes/workplacetravelplanning/7680.aspx>

Case studies of workplaces, including Manchester Airport, Stockport Metropolitan Council, the Royal Mail and Stepping Hill Hospital.

<http://www.travelplans.org.uk/index2.html>

Strategies for Sustainable Transport - case-study examples of using travel planning initiatives to overcome barriers to walking, cycling and sustainable travel.

http://www.workplacetravelplans.ie/SUSTAINABLE_TRAVEL/SUSTAINABLE_TRAVEL/BARRIERS_OVERCOME-SUCCESSFUL_CASE_STUDIES.html

Australian academic references

City of Darebin, Victoria. Travel Behaviour Change Initiatives: A Local Government's Innovations
Kate Myers, City of Darebin, Melbourne, Vic, Australia

[http://www.patrec.org/web_docs/atrf/papers/2005/Myers%20\(2005\).pdf](http://www.patrec.org/web_docs/atrf/papers/2005/Myers%20(2005).pdf)

QE11 medical centre, Perth

http://www.patrec.org/web_docs/atrf/papers/2007/1661_Wake_Managing%20travel%20to%20a%20major%20health%20campus%20-%20Travel%20plan%20for%20QE11%20Medical%20Centre.pdf

City of Darebin, Melbourne, Victoria

[http://www.patrec.org/web_docs/atrf/papers/2005/Myers%20\(2005\).pdf](http://www.patrec.org/web_docs/atrf/papers/2005/Myers%20(2005).pdf)

New Zealand – Auckland Central Police, Christchurch City Council, Environment Canterbury

[http://www.patrec.org/web_docs/atrf/papers/2003/Gammie%20&%20Vandersar%20\(2003\).pdf](http://www.patrec.org/web_docs/atrf/papers/2003/Gammie%20&%20Vandersar%20(2003).pdf)

Flinders University, South Australia

[http://www.patrec.org/web_docs/atrf/papers/2004/Aitken%20\(2004\).pdf](http://www.patrec.org/web_docs/atrf/papers/2004/Aitken%20(2004).pdf)

Summary of Universities

[http://www.patrec.org/web_docs/atrf/papers/2004/Curtis%20&%20Holling%20\(2004\).pdf](http://www.patrec.org/web_docs/atrf/papers/2004/Curtis%20&%20Holling%20(2004).pdf)

Monash and LaTrobe Universities, Victoria

[http://www.patrec.org/web_docs/atrf/papers/2004/1402_Meiklejohn%20&%20Semmens%20\(2004\).pdf](http://www.patrec.org/web_docs/atrf/papers/2004/1402_Meiklejohn%20&%20Semmens%20(2004).pdf)

Monash University, Clayton campus, Victoria

[http://www.patrec.org/web_docs/atrf/papers/2003/Meiklejohn%20&%20Cooper%20\(2003\).pdf](http://www.patrec.org/web_docs/atrf/papers/2003/Meiklejohn%20&%20Cooper%20(2003).pdf)

University of Canterbury, New Zealand

[http://www.patrec.org/web_docs/atrf/papers/2003/Nicholson%20&%20Kingham%20\(2003\).pdf](http://www.patrec.org/web_docs/atrf/papers/2003/Nicholson%20&%20Kingham%20(2003).pdf)

Workplace Travel Plans work - evidence

Evaluation of school and workplace travel plan SSA programme. Department for Transport, UK

<http://www.dft.gov.uk/pgr/sustainable/schooltravel/research/evaluationofschoolandworkpla5751>

Making travel plans work: lessons from UK case studies. Department for Transport, UK.

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/>

Impacts of Better Use Transport Interventions: Review of the Evaluation Evidence Base, Independent Social Research October 2009, commissioned by UK Department of Transport

<http://www.dft.gov.uk/pgr/evaluation/evaluationguidance/existingnetworks/>

Smarter Choices, Changing the Way we Travel. Department for Transport, UK, 2005
<http://www.dft.gov.uk/pgr/sustainable/smarterchoices/ctwwt/>

Reducing car commuting through employer-based travel planning in Perth, Australia / Wake, David. TDM review, no. 1 (2007) p. 11-13

Comparison of approaches to Workplace Travel Planning in Perth and Melbourne
http://www.patrec.org/web_docs/atrf/papers/2007/1633_Meiklejohn,Wake_A%20Tale%20of%20wo%20Cities%20-%20Workplaces%20Travel%20Plan%20Programs%20in%20Melbourne%20and%20Perth.pdf

Physical activity, absenteeism and productivity: an Evidence Review, Adrian Davis, JMP Consulting (Lead Author) and Marcus Jones, TRL (Project Manager), 2007
<http://www.tfl.gov.uk/assets/downloads/corporate/Physical-activity-absenteeism-and-productivity-evidence-review.pdf>

Costs and benefits of Workplace Travel Plans - evaluations

Guidance on the Appraisal of Walking and Cycling Schemes, TAG Unit 3.14.1, January 2010, UK Department for Transport, Transport Analysis Guidance (TAG)
<http://www.dft.gov.uk/webtag/documents/expert/unit3.14.php>

Individual Behaviour Change: Evidence in transport and public health, University of West of England & Centre for Transport and Society, 2009

Evaluation of Non-Pricing Travel Demand Management Measures: Progress Report on Current Practice and Checklist, Austroads, 2006

Travel Behaviour Change Guidance Handbook, Land Transport New Zealand / EECA, December 2004

<http://www.transfund.govt.nz/funding/travel-behaviour/docs/guidance-handbook.pdf>

Using the Planning Process to deliver Workplace Travel Plans

City of Ryde Council. DCP 2008 requires a Workplace Travel Plan for development exceeding 15,000sqm or 300 employees in the Macquarie Park Corridor.
http://www.ryde.nsw.gov.au/WEB/SITE/RESOURCES/DOCUMENTS/Planning/MacquarieCorridor/macpark_corridor_DCP2008_part6.pdf

TravelSmart Victoria "Travel Planning Guide - for Local Government Projects"
<http://www.transport.vic.gov.au/DOI/Internet/ICT.nsf/AllDocs/52B013AC4117496BCA257610002334FF?OpenDocument>

Good Practice Guidelines: Delivering Travel Plans through the Planning Process, Department for Transport, UK 2009
<http://www.dft.gov.uk/pgr/sustainable/travelplans/tpp/>

A Guide on Travel Plans for Developers, Department for Transport. UK 2006
<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/>

Guidance for Workplace Travel Planning for Development, Department for Transport UK, 2008

Setting up Travel Plan Networks

Transport for London. Local Travel Plan Groups - A practical guide to setting up an effective group.

www.tfl.gov.uk/assets/downloads/corporate/local-travel-plan-groups.pdf

UK Department for Transport. A Guide on How to Set up and Run Travel Plan Networks.

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/>

Auckland Regional Transport Authority, Transport Management Association (TMA) Guidance

Preparing a Workplace Travel Plan

A business case

TravelSmart Victoria Business Case Tool - an online calculator to help calculate savings achieved through implementation of a workplace travel plan.

<http://www.transport.vic.gov.au/DOI/Internet/ICT.nsf/AllDocs/D28C68582CD4D6D2CA25761000105A6C?OpenDocument>

UK Department for Transport "The Essential Guide to Travel Planning" includes a simple checklist to help calculate a financial case for your travel plan.

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/essentialguide.pdf>

Site Audit Tools

UK Department for Transport "The Essential Guide to Travel Planning" includes a site audit methodology.

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/essentialguide.pdf>

Hampshire County Council (UK) Workplace Travel Plan guidance includes a site audit tool.

<http://www.hants.gov.uk/environment/workplacetravel/businesses.htm#audits>

Monitoring

UK Department for Transport "The Essential Guide to Travel Planning" includes a spot count methodology to help monitor travel behaviour change in the workplace on a regular basis

<http://www.dft.gov.uk/pgr/sustainable/travelplans/work/essentialguide.pdf>

UK Standard Assessment method for Travel Plan impacts, TRICS

Workplace Travel Plan initiatives

Reducing the need to travel

UK Sustainable Development Commission. Smarter moves. How information communications technology can promote sustainable mobility

<http://www.sd-commission.org.uk/publications.php?id=1050>

NSW Car share clubs

Go Get Car Share. As a member, you have access to a network of new cars parked locally.

<http://www.goget.com.au/>

Walking and cycling resources

NSW Active Transport Planner's Tool Kit

<http://www.transport.nsw.gov.au/abouttrans/planners-toolkit.html>

City of Sydney Council Cycle Friendly Workplace Resource

<http://cityofsydney.nsw.gov.au/AboutSydney/ParkingAndTransport/Cycling/CycleFriendlyWorkPlaces.asp>

Cycling Resource Centre

<http://www.cyclingresourcecentre.org.au>

Bicycle Victoria, Bicycle Parking Handbook

<http://www.bv.com.au/file/file/The%20bicycle%20parking%20handbook.pdf>

Bikewest - guideline document for the provision of end of trip cycling facilities in government buildings.

http://www.dpi.wa.gov.au/mediaFiles/cycling_end_of_trip.pdf

Queensland Transport - guidelines on end-of-trip facilities for bicycle riders:

http://www.transport.qld.gov.au/resources/file/eb690544340f2a2/C4_End_of_trip_facilities_for_bicycle_riders.pdf

"Encouraging Walking and Cycling: Success Stories"

<http://www.dft.gov.uk/pgr/sustainable/walking/success/>

Data sources

Transport Data Centre (TDC) – holds data from the Household Travel Survey (HTS) and Census Journey to Work data. Offers free data summaries and will also produce customised data requests.

www.transport.nsw.gov.au

131500 Transport Info website - good source of information for trip planning, route maps, timetables, fares etc

www.131500.com.au

Information on transport services in country NSW is available at:

<http://www.131500.com.au/countrytransport>

Author's biography

Kate Mackay

MSc Transport

Kate is currently an Independent Transport Consultant. She has been advising on Workplace Travel Plans since 1997, and was a Director of the UK Association for Commuter Transport.

She was responsible for the development and implementation of the Optus Workplace Transport Strategy for their new NSW campus in Macquarie Park.

Kate has advised a number of other high profile companies on workplace travel planning, she has produced guidance for UK national government, and lectured on travel plan development.

Previous guidance prepared by Kate Mackay

- UK Guide to Travel Plans for Higher Education Establishments
- UK Government Travel Plan Resource Pack for Employers (1st ed.)

Workplace Travel Plans

- UK Government advisor for pilot Programme of Assistance on 'Green Transport' initiatives:
 - BBC (London), English Heritage (Dover Castle), Halifax plc, Foster Wheeler, Kent County Council, Eastern Group (now TXU Europe)
- Optus (Macquarie Park) Workplace Transport Strategy
- Evaluation of UK Government Departments' Travel Plans
- Stockley Park Green Commuter Plan
- Commuter Plan for Brent Cross, Hammerson UK Properties plc
- Green Transport Plan for County Hall, Lewes, East Sussex
- Manchester Airport Green Commuter Plan

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Appendix 1 – Case Study Example

Case study example

Follow the progress of a fictitious company as they work through the overall process for developing their Workplace Travel Plan.

Please note the purpose of this case study is just to illustrate the key points that should be addressed. Anyone embarking on detailed Plan design needs to consult the full range of technical guidance available.

‘Company XYZ’

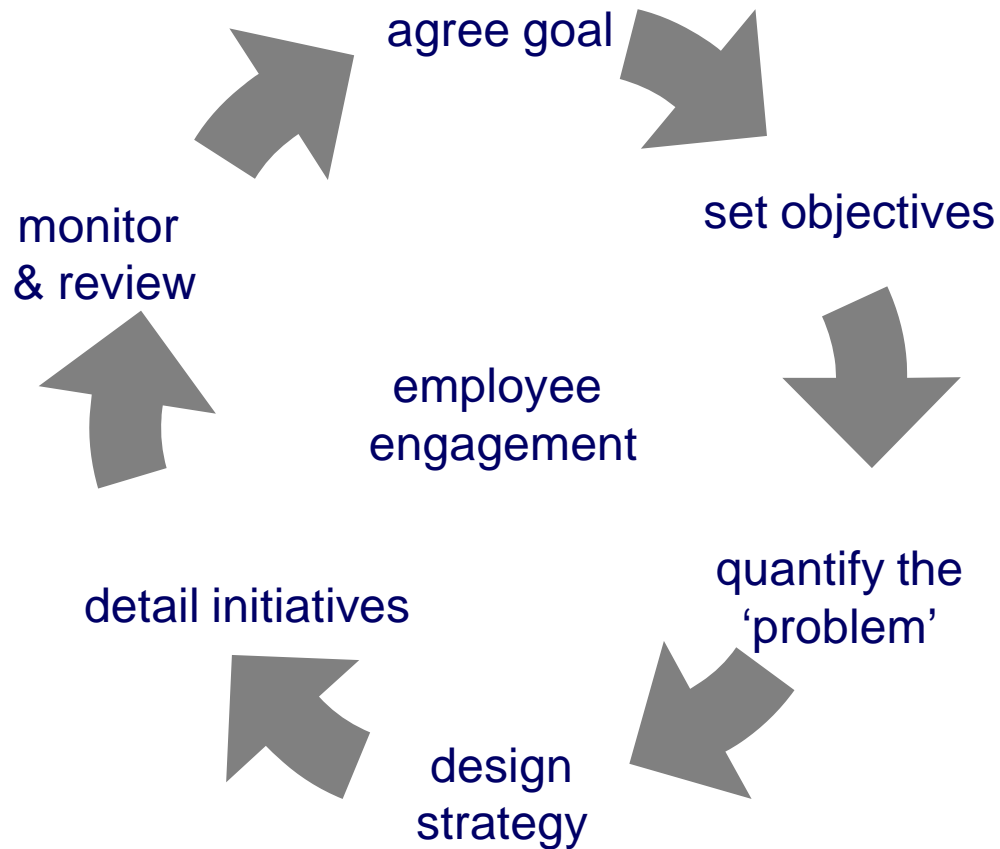
When Company XYZ set about developing a Workplace Travel Plan, they didn’t expect to get everything right all of the time – after all, it’s not an exact science. And they were prepared to change things when they weren’t working.

But, most importantly, they wanted to get started in the right direction.

Their Workplace Travel Plan is now considered an integral part of business operations.

Company XYZ is located in a suburban business park. It employs 300 employees, a broad cross section of corporate workers. A significant proportion of the workforce is involved in sales. There are local congestion issues and significant overspill parking into residential areas.

The process followed by Company XYZ in developing their Workplace Travel Plan is based on accepted best practice



Company XYZ developing their workplace travel plan



agree goal

“...when I understood how the Plan could be positioned as a CSR opportunity, I committed immediately...”

Company XYZ has decided to position themselves as a leader in Corporate Social Responsibility and Environmental Sustainability. They believe this to be important to their customers and stakeholders.

Through a visioning exercise, involving all levels of the company, it was agreed the company should reduce greenhouse gas emissions and be a ‘good neighbour’ alongside local businesses and the community.

This is the start of the process. It’s about agreeing how the Plan will fit within the values of the organisation and its long term business strategy.

A goal is essential to provide direction for the plan and to justify the reasons for having a plan. You’ve got to decide what you want to do before you set out to do it...

Agreeing a goal does not need detailed analysis. But it does need someone to consider the big-picture reasons why the organisation needs a Plan and how it fits into the overall corporate strategy.

The goal should be explicitly supported by senior management, preferably the CEO. And the Plan should have a ‘champion’ within the organisation, such as a Travel Plan Manager or Coordinator.



good practice



poor practice

Our CEO has agreed to support the development of a Workplace Travel Plan - to contribute to our overall goal of improving the environmental performance & image of our company, and further help to position ourselves as an employer of choice.

Our goal is to produce a Workplace Travel Plan document

Note – this is poor practice because it is an ‘output’ and has no link to any ‘outcomes’. A Plan may be developed well, but then... what was it supposed to do...? Does it just sit on a shelf...? A Workplace Travel Plan is merely a means to an end –it’s a tool - so the ‘end’ needs to be defined.

Company XYZ developing their workplace travel plan



set objectives

“...this defined where we wanted to get to – our point on the horizon - as opposed to how we were going to get there..”

With the overall Goal agreed to by the CEO, the next challenge was to articulate, simply and briefly, the desired outcomes of the Plan – what the plan was aiming to do.

The Travel Coordinator was tempted to miss this stage, thinking it was obvious which measures should be used. But a colleague pointed out that without a clearly articulated idea of what it was hoped the Plan would achieve it would never be possible to assess whether a the Plan had been successful or not, nor would it be possible to justify why certain measures were chosen over others, and there'd be no basis for deciding which data to collect.

Objectives are needed to provide the specific direction for the Plan.

Achievable & realistic targets and timescales should also be included, & risks identified. These can be revisited after 'design strategy'.

Objectives must focus on the end outcomes (i.e. cost savings or greenhouse gas reduction) which supports the overall Goal, rather than the initiatives that could be used to achieve that outcome (which will be evaluated & decided in the 'detail initiatives' stage).



good practice



poor practice

As a result of implementing a WTP we hope to achieve the following:

- **Reduced impacts of staff travel on the local community**
- **Reduced emissions from work related travel**
- **Keep the organisation accessible & attractive to new and future employees**

- To build a video-conferencing centre
- To establish a community liaison

Note – this is poor practice because, again, they are things you're going to do (outputs) not the things you want to achieve (the outcome).

To do these things may well be worthy but might not actually result in any change – so the intended 'outcome' must be specified as well.

Company XYZ developing their workplace travel plan



quantify the 'problem'

“...we realised we were a long way short of achieving our objectives...”

Company XYZ opts for a fairly traditional data collection process to quantify the 'problem'. They begin with focus groups to scope the issues, followed by a travel survey and then some workshops to probe a bit deeper on some of the key issues.

The travel coordinator also decides to carry out a site audit as it is suspected that getting from work to the public transport options might be a reason why employees don't use it for work trips.

Remember, a 'problem' is a reason why an objective can't be achieved; it is why an organisation is not where it wants to be.

Travel Plans must be bespoke, based on the particular issues affecting a particular company. Data collection will help set the baseline, and give an indication of what needs to be done.

It is important to consider how every piece of data collected will be analysed and used before collection, and to only collect data that is known to be relevant.

Be careful not to let bias creep into interpretation of the results – have an open mind about everything (i.e. driving to work is not necessarily 'bad'). And don't rely on one-off statistics – investigate whether the results make sense, and whether they are supported by other information.



good practice



poor practice

Our data collection has highlighted two key issues:

- **Public transport does not provide a reasonable alternative for business travel.**
- **Our employees commute to work by car more than any other company in our business park**

- 80% of our employees said they don't use public transport because they need more information
- 80% of our employees drive to work

Company XYZ developing their workplace travel plan



design strategy

“...our strategy provided the signpost to the way things were going to be done...”

The travel coordinator was keen to get moving with choosing the measures but the CEO was pressuring to understand the overall picture of how the Plan was going to achieve the objectives.

The previous stage suggested there were good reasons for employees travelling by car for business meetings – other options were unsuitable. In addition, most employees were used to commuting by car, but suggested they were open to trying other ways if they were available.

A strategy provides clear and concise direction without going into detail – a list of measures is not a strategy.

Strategy development is one of the least understood and most difficult areas in travel planning, but if you get it right everything else will be much simpler. It is the area of most interest to senior decision makers, and a well thought out strategy is the best way of getting these people on board.

A strategy should be expressed in a way that everyone can understand, and must be supportable – which means it needs to be based on an analysis of a number of different options for achieving the goal.

Most importantly, a strategy must be deliverable.



good practice



poor practice

**The direction for our WTP will be:
a focus on reducing the need to travel for business trips, and making it easier for people to commute using non-car modes.**

We're going to build cycle racks, install showers and lockers, and provide cycle maps. We're then going to provide information on transport options to encourage the use of public transport. We'll also look at the possibility of tele-conferencing.

Note – this is poor practice because it's just a list of measures, not a strategy. You need to get the strategy sorted first.

Company XYZ developing their workplace travel plan



detail initiatives

“...deciding exactly what to do was straightforward because we all knew what had to be achieved...”

For Company XYZ, it was clear that one of the priorities for the package of travel plan measures was tele-conferencing - as a way to reduce the need to travel.

Further research showed, as an ‘added bonus’, most meetings could have been held via tele-conference, and it was likely these employees would not have taken their car to work if there was no need to travel to a meeting.

Targets and timescales need to be finalised before selection of initiatives. Remember, a number of initiatives may be needed to achieve one target.

It’s important to choose each initiative based on an analysis of how it will work for your organisation, how it will work with other initiatives, to deliver the strategy & achieve the targets.

It will undermine confidence in the Plan if, for instance, it includes initiatives to encourage walking to work whilst analysis shows very few employees live within walking distance.

It is good practice to put together an action plan: identify short term quick win measures & longer term initiatives, assign a risk level, state the funding source, the person/entity responsible for delivery, date for delivery and forecast impact.



good practice



poor practice

Increase use of tele-conferencing for business meetings from 1 to 5% by March 2011:

- Set up two more rooms for tele-conferencing
- Train all support staff in use of the equipment
- Regularly survey users to ensure set is ‘fit for purpose’
- Promote availability of tele-conferencing to all employees

We will install two new tele-conferencing rooms by 2011

Note - considered poor practice as there are no supporting measures

Company XYZ developing their workplace travel plan



monitor & review

“...turned out we weren’t seeing the changes we’d expected, but we figured out why and made the necessary adjustments...”

It became obvious from the results of the second all-staff travel survey that employees were trying to use their survey responses to ‘make a point’ about whatever transport issue was bothering them.

So, it was decided to make less of a ‘big deal’ about collecting the information needed by sending out very short surveys (just 3 minutes to complete) to a sample of staff every month. By the end of the year, all staff would have been surveyed. The responses turned out to be much more reliable and allowed the effectiveness of Plan measure to be accurately monitored.

Good workplace travel plans can, and will, work, but it can sometimes take time to get the results you want. What’s important is that you keep track of what is working, or what isn’t, and try and work out why.

Sound monitoring practices will make a travel plan credible. A lack of good quality, robust, travel plan data which stands up to independent scrutiny is one reason for people to be sceptical about travel plans.

Monitoring is simply a case of collecting the same data on a regular basis, reporting and analysing in a standard way, assessing progress towards the objectives, and – if necessary - revising or improving the plan.



good practice



poor practice

After 2 years we’ve met our targets for tele-conferencing, but uptake of public transport for commuting is less than forecast so we’ll be reviewing these measures.

Our data sources:

- Annual travel survey**
- Monthly spot surveys**
- Quarterly workshops**
- Emails to Travel Plan drop-box.**

Data collection without any analysis.

Annual travel survey held at different time of the year.

Changing the wording of the questions on the surveys.

Sample rates low (less than 30%) and sample bias.

Company XYZ developing their workplace travel plan



employee engagement

“ ...I can't say that everyone agrees with everything, but they all seem to understand the reasons for it...”

Company XYZ realised early on that the success of the Plan would hinge on taking everyone 'with them' on the journey of developing the Plan.

This meant involving people from the very earliest stages, and taking everyone's concerns seriously – no matter how trivial the concerns seemed.

It also became obvious employees were fully aware of their commute options, and were willing to change travel behaviour when it made sense for them to do so. But they felt patronised by the idea they could be 'educated' about their travel options.

Employee participation and engagement should underpin all travel plan design, development and implementation.

Everyone needs to have had the opportunity to contribute to the Plan, and should understand the reasons for it as well as why particular measures have been chosen.

There's a wide range of ways in which people can be involved, and it's sensible to make sure there is a balance between 'involving' people (say in workshops) and 'informing' people (say, through newsletters), and between targeting the whole company (for instance with a ride share campaign), and individual concerns (like with a personalised journey planner).



good practice



poor practice

Intent to develop a travel plan publicised to employees immediately following agreement of goals.

Open meetings held to explain the idea, dispel any myths/apprehensions and allow Qs& As.

Intranet site for the travel plan set up. Includes information on the planning stages for the travel plan.

Email drop-box for travel plan queries. All responses dealt with within 24 hours.

Monitor and track enquiries to identify trends/growing issues.

Employees first hear about the WTP when they receive the travel survey.

Do not hear anything more until the launch of the plan.

Negative comments not taken seriously.