

Employer Travel Plans in New Zealand

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Abbreviations & Acronyms

ACC	Auckland City Council
ARC	Auckland Regional Council
CBD	Central Business District
CCC	Christchurch City Council
Central	Auckland Central Police
CPIT	Christchurch Polytechnic Institute of Technology
DETR	Department for the Environment, Transport & the Regions
Dft	UK Department for Transport (previously DOT)
DOT	UK Department of Transport
ECan	Environment Canterbury
EECA	Energy Efficiency & Conservation Authority
ETPS	Employer Travel Plan Scheme
FBT	Fringe Benefit Tax
HR	Human Resources
JTW	Journey to Work
LTSA	Land Transport Safety Authority
MWH	MWH (NZ) Ltd
PPG	Planning Policy Guideline Notes
SCAQMD	Southern California Air Quality Management District
TDM	Travel Demand Management
UK	United Kingdom
US	United States of America
VTPI	Victoria Transport Policy Institute, Canada

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Executive Summary

Introduction

The application of employer travel plans in New Zealand has been investigated, with a focus on identification of the most appropriate travel plan method that can be used by New Zealand organisations, and its likely impact on travel modes for the journey to work. Case study employer travel plans were facilitated at two New Zealand organisations as part of this project carried out during 2001–2003.

International Experience

An employer travel plan is a package of travel demand management measures tailored to the needs of an individual work site and aimed at promoting greener, cleaner travel choices and reducing reliance on the car. It involves the development of a set of mechanisms, initiatives and targets that together can enable an organisation to reduce the impact of travel and transport on the environment.

Measures included in these travel plans can include carpooling, vanpooling, shuttle buses to public transport, cycle facilities, facilities to support walking and cycling (e.g. showers, lockers), teleworking, public transport subsidies, provision of public transport information, and parking pricing or parking restraint measures.

The review of international experience with employer travel plans found a fairly standard approach being used for the development of travel plans. This approach involves a dynamic process that includes research into the travel needs of staff, identification of appropriate travel measures, implementation of these measures and formalisation in a travel plan (which includes targets for travel change), monitoring of the plan's impacts, and review of the plan's measures.

Case Studies

Two New Zealand organisations were selected to be case study organisations for this project:

- Christchurch City Council (CCC) agreed to participate in the Transfund employer travel plan project, given that it has had an interest in promoting more sustainable travel for its staff and the wider city for many years. The Council's Civic Offices with 900 staff was the travel plan site.
- Auckland Central Police branch (Central), with 350 staff, had been experiencing difficulties with travel options for its staff following the introduction of on-street parking restrictions in the area by Auckland City Council (ACC). Central's management had been in discussion with EECA (Energy Efficiency & Conservation Authority) regarding the application of travel demand management options, and were keen to explore the travel plan approach.

The two case study travel plans followed the standard travel plan process used internationally (as described above).

Key Lessons

Key lessons learned from the case study travel plans were:

- *A strong 'driver' is needed to motivate involvement.* Where an organisation is faced by a pressing issue (such as a parking shortage which is affecting staff retention, as in the case of the NZ Police), a strong 'driver' (or impetus) is generally behind the employer travel plan.

- *Upper management support is essential.* Support from upper management is essential for a successful employer travel plan to occur. Without management support, co-ordinators may find it difficult getting not only financial resources and staff time, but also may find difficulty in implementing the more ‘controversial’ policies such as financial disincentives.
- *Delegated travel plan co-ordinator within the organisation is essential.* It is essential to have an employee working from within the organisation who is able to devote effective time to the project.
- *Effective communications plan is required.* An effective communications plan must be devised and tailored specifically to the type of organisation within which the employer travel plan is being implemented.
- *The current New Zealand Fringe Benefit Tax regime is a potential obstacle* to developing successful employer travel plans. It makes such measures as subsidised public transport passes very expensive for employers.

Travel Impacts

Only one of the case study travel plans (Central Auckland Police station) has reached the point where travel results can be assessed. This travel plan has provided results similar to those experienced internationally (i.e. car travel reduction of 10% compared to 5-15% car use for travel plans internationally).

Conclusions

The two case studies of employer-travel plans undertaken for this project demonstrated that the standard travel plan process can be applied in the New Zealand context. Issues did arise in implementation of this process that were similar to those experienced internationally.

In particular, the methods used to monitor the impact of the travel plan need to be carefully planned and tested. This is critical to ensure the accurate assessment of the success of the travel plan.

Taken in conjunction with other New Zealand experiences with Employer Travel Plans to date, the case studies also show that similar travel behaviour outcomes to those found internationally could be achieved if similar ‘environmental’ factors (such as restricted car parking or regulatory requirements) were present.

The individual components of the travel plans will also have a significant impact on travel behaviour and the success of the travel plan (particularly the ability to provide financial incentives for alternative modes and disincentives for car use).

A major issue that needs to be addressed, however, is the current New Zealand taxation regime that could hinder the provision of financial incentives within Employer Travel Plans.

Abstract

A research project was undertaken in 2001-2003 to investigate the application of employer travel plans in New Zealand. The project's focus was the identification of the most appropriate travel plan method that could be used by New Zealand organisations, and its likely impact on travel modes for the journey to work. Case study employer travel plans were facilitated at two New Zealand organisations as part of this project.

The research project involved three main components:

- A review of international practice and experience with employer travel plans.
- Facilitation of case study employer travel plans at the Auckland Central branch of the New Zealand Police, and the Civic Offices of the Christchurch City Council.
- Assessment of the results of the employer travel plan case studies.

The case studies demonstrated that the standard employer travel plan process can be applied in the New Zealand context. Issues did arise in implementation of this process that were similar to those experienced internationally. Travel behaviour changes similar to those achieved internationally were observed.

1. Introduction

1.1 Background

Booz Allen Hamilton was engaged by Transfund New Zealand to investigate the application of employer travel plans in New Zealand. This research project involved the facilitation and monitoring of case study Employer Travel Plans at two New Zealand organisations in Christchurch and Auckland between June 2001 and November 2003.

1.2 Project Objectives and Scope

The overall objectives of this project were to:

- Review the Employer Travel Plan approach that is commonly used overseas to identify the most appropriate method for New Zealand organisations to take when developing a similar travel plan.
- Undertake case study projects for two New Zealand employers that will demonstrate the use of this approach.
- Assess the effectiveness of the Employer Travel Plan approach in reducing single-occupant vehicle travel and encouraging the use of alternative modes (including non-travel options) for the work journey.

In addition, the project aimed to produce a set of guidelines aimed at employers who are considering implementing an Employer Travel Plan at their work site.

1.3 Project Components

The project consisted of four main components:

- **International review** – a review of international practices and experience with Employer Travel Plans was undertaken. The review focused on:
 - experience from the US, UK, and the Netherlands;
 - identification of the critical success factors for effective travel plans;
 - practical implementation issues;
 - constraints to take-up of travel plans.

The results of the review were used to identify appropriate measures and best practice for the implementation of the demonstration projects.

- **Demonstration projects** – an Employer Travel Plan was trialed for two organisations in New Zealand: the Christchurch City Council (CCC) and the Auckland Central Branch (Central) of the New Zealand Police.
- **Monitoring and evaluation of the demonstration projects** – before and after surveys were carried out that provided a means of monitoring and evaluating the travel behaviour effects of the travel plans.

- **Guidelines document for employers** – a brief document aimed at New Zealand employers was drawn up. It is designed to answer the pertinent questions that management may have when considering implementing a travel plan at their work site.

1.4 Report Structure

The rest of this report is structured as follows:

- Chapter 2 – summarises the findings of the review of international practice and experience with Employer Travel Plans.
- Chapter 3 – provides an outline of the two demonstration case studies, including the approach used, measures implemented, and travel behaviour change results achieved.
- Chapter 4 – gives an overview of other Employer Travel Plan experiences in New Zealand.
- Chapter 5 – sets out the main conclusions and recommendations of the project.

2. International Experience with Employer Travel Plans

2.1 Overview of Employer Travel Plans

A travel plan is a general term for a package of travel demand management measures tailored to the needs of individual sites and aimed at promoting greener, cleaner travel choices and reducing reliance on the car. It involves the development of a set of mechanisms, initiatives and targets that together can enable an organisation to reduce the impact of travel and transport on the environment, while bringing a number of other benefits to an organisation as an employer and to staff.

Employer Travel Plans (ETP, also known as Trip Reduction Programs, Green Travel Plans, Mobility Management Plans, etc.) are travel plans developed by employers for a particular worksite. Measures utilised in these travel plans can include carpooling, vanpooling, shuttle buses to public transport, cycle facilities, facilities to support walking and cycling (e.g. showers, lockers), teleworking, public transport subsidies, provision of public transport information, and parking pricing or parking restraint measures.

2.2 Travel Plan Methodology

The international literature describes a general methodology that Employer Travel Plans most commonly follow after identifying the overall purpose of the travel plan (e.g. DETR 2000; van der Sar 2003).

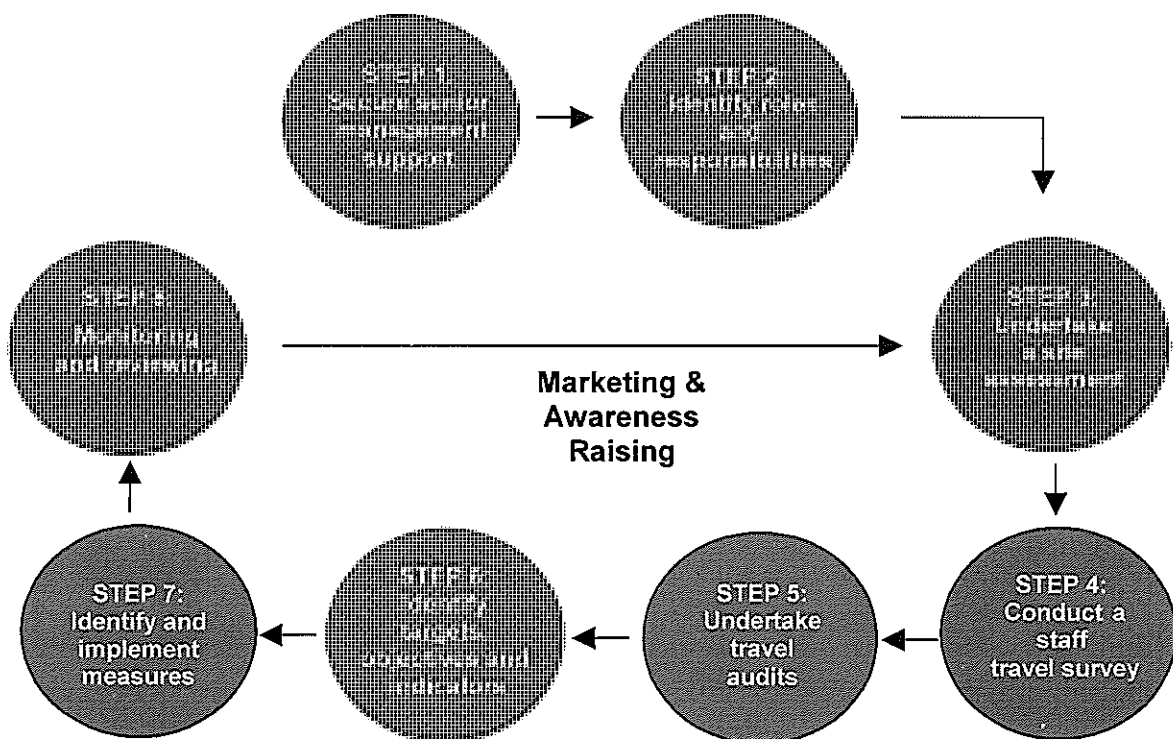
- Management support – secure senior management support in terms of genuine, committed and practical support will allow management [employers?] to lead by example and help to secure any necessary funding.
- Roles and responsibilities – identify a Travel Plan co-ordinator.
- Site assessments – undertake these to provide an overview of the transport links serving the worksite, the on-site transport facilities available, and policies that may affect travel patterns.
- Travel surveys – conduct surveys to collect baseline data on employee travel behaviour. Regular follow-up surveys can identify any changes in travel behaviour and pinpoint where adjustments need to be made to travel plan measures and targets.
- Travel audits – depending on the scope of the travel plan, audits can be made of business travel, visitor travel, fleet vehicles and delivery/suppliers travel. Audits can identify any improvements that can be made to reduce car use.
- Objectives and targets – identify these to help focus and guide the development of the travel plan. In addition to targets and objectives, indicators are useful for monitoring and identify whether targets have been met.
- Implementation of measures – measures are the ‘tools’ that are used to help employees modify their travel behaviour. Measures chosen by an employer can include disincentives to using the private motor vehicle, which are the ‘sticks’; and incentives to use alternative travel modes, or the ‘carrots’.

Examples of ‘sticks’ include reducing levels of parking available or charging employees for parking. ‘Carrots’ can include on-site infrastructure and facilities for cyclists and walkers, introducing rideshare schemes, priority parking and ‘guaranteed ride home’ schemes for employees who rideshare, discounted public transport passes and other financial incentives (DETR 1998).

- Monitoring and reviewing – these are important to keep the travel plan on track and identify what changes to travel behaviour have occurred. Reviewing is important to keep the travel plan up to date and effectively targeting the right aspects of the work site travel patterns.

Figure 2.1. sets out the Employer Travel Plan approach diagrammatically.

Figure 2.1 General methodology for an Employer Travel Plan.



Source: Booz Allen Hamilton (2003).

A supposition of travel plans is that they should be a dynamic process that will grow and develop with time, and in accordance with the changing circumstances of an organisation and the environment in which it works. Thus, an Employer Travel Plan is neither meant to be a one-off event to be undertaken and completed, nor is it to be a document that is produced and put on a shelf.

2.3 Travel Plan Applications

Employer Travel Plans originated in the United States (US) and the Netherlands in the late 1980s. The approach taken in the US was to require employers of staff over a certain size (generally 100 employees) to implement 'Trip Reduction Plans' to reduce the single-occupant car commuting trip, and to increase car occupancy. The main motivation for these plans was to address air pollution problems, particularly in southern California, which was the first state to introduce legislation requiring Trip Reduction Plans (Rye 1999a; Coleman 2000; Berman & Radow 1997).

The Netherlands Government has actively encouraged employers to adopt Employer Travel Plans since the early 1990s, and there is now a national network of Transport Management Associations (TMA), funded mainly by the Government, to carry out this task. They offer advice and assistance to employers who are interested in implementing travel plans (Rye 1999a).

Employer travel plans have also become an important part of national transport policy in the United Kingdom (UK). All local authorities are required to stimulate travel plans as part of their Local Transport Plans, and the UK Government is seeking to encourage widespread voluntary take-up of travel plans. To this end it earmarked funding for 111 travel plan advisors across the country to assist employers (and schools) to develop travel plans.

In addition, the UK has linked travel plans to land use planning policy. Planning Policy Guidance 13 (PPG 13) requires "all major developments comprising jobs, shopping, leisure and services" to include a travel plan (DETR 2001) (a major development is defined as more than 1000m² for retail and leisure, and more than 2500m² for offices and education).

Internationally, travel plans have been applied and used as policy and management tools in three dimensions:

- *Regulatory basis.* Implementation of Employer Travel Plans on a regulatory basis has occurred predominantly in the US. This started with Southern California's Regulation XV during the 1980s. This was administered by the local Air Quality Management District (SCAQMD), and meant that all employers with more than 100 employees had to design and implement a travel plan. These travel plans usually focused on carpooling (Rye 1999b). Similar legislation occurred throughout other US states until a number of factors including economic recession, the high cost imposed on businesses, and the extensive administrative requirements, lead to the project being abandoned nationwide except in the Pacific Northwest (Rye 1999b).
- *Land use planning measure.* The UK has used Employer Travel Plans extensively as a land use planning measure. Travel plans are encouraged through PPG 13. Under this, travel plans are to be submitted alongside planning applications for all major developments, smaller developments which would generate significant amounts of travel, and where a travel plan would help address a local traffic problem associated with the planning application (Allcorn 2001).

Employer Travel Plans as a land use planning measure can also be enforced in the UK through agreements based on Section 106 of the Town and Country Planning Act 1990 (DETR 2001; Rye 2002). This states that local planning authorities can enter into agreements with developers or other persons about the way land will be developed in an attempt to regulate or restrict the certain developments or final uses of the land. This has been interpreted to include agreements which allow certain types of development with the proviso that a travel plan and/or certain types of infrastructure must be put in place (Bradshaw & Lane 1998).

- *Voluntary programme for employers.* Internationally travel plans have been used most extensively in the form of voluntary programmes for employers. The UK and the Netherlands have led the way in promoting voluntary Employer Travel Plans. Travel plans were formally recognised in 1998 in the UK Department of Transport's *Transport White Paper* (DETR 1998). Specifically the White Paper called for Government departments to lead by example and introduce travel plans at their work sites. In addition local authorities, businesses, community organisations, schools and hospitals were encouraged to develop their own travel plans, and individuals and families are encouraged to consider their own travel habits (DETR 1998). Similarly in the Netherlands travel plan development has been exclusively through voluntary programmes for employers. In 1989 the Second National Transport Structure Plan was published which sets targets for the adoption of travel plans. Employers employing more than 50 people were encouraged to voluntarily implement travel plans (Rye 1999a).

2.4 Travel Impacts

International experience with Employer Travel Plans has found that the following types of travel impacts can be expected:

- *Impacts on Car Use*
A 5-15% reduction in car use has been observed with Employer Travel Plans. The size of the reduction depends on the types of measures introduced: around 5% reduction for travel plans focused on carpooling, a 8-10% reduction if financial incentives to use alternative travel modes are also available, and 15+% reduction if financial disincentives for car use (e.g. parking charges) are included. Travel plans that only provide information generally do not result in a reduction in car use (DOT 2002).
- *Impacts on Non-Car Travel Modes*
Employer Travel Plans have generally resulted in increases in public transport (PT) use given that they often include financial incentives to use it (e.g. subsidised public transport fares), improvements in PT facilities, and shuttle buses to rail services. Increases of 5% to 10% points in PT share appear to be achievable. In addition, Employer Travel Plans have resulted in increased walking and cycling.

2.5 Practical Implementation Issues

The international experience has found a number of key implementation issues which need to be addressed when setting up an Employer Travel Plan:

- *Management Commitment.* Allcorn (2001) emphasised the necessity of management commitment and support for a successful travel plan. He noted that many senior managers do not see the direct benefits of implementing an Employer Travel Plan to their operations and therefore tend to provide only lip service to implementation, or can even impede implementation by challenging each step of the process. Allcorn (2001) also noted a tendency for managers to be reluctant to provide necessary funding for projects.
- *Resources.* There is mixed evidence about the relationship between travel plan performance and the level of resources available to the travel plan. Berman & Radow (1997) concluded that, while larger organisations with more financial and staff resources tended to be able to make a programme more successful, no clear relationship was obvious between a programme's effectiveness and the size of its budget. Conversely Shreffler (1996) found that the highest performing programmes were often those with the highest cost per employee.
- *Travel Plan Co-ordinator.* Allcorn (2001) blamed the lack of experienced travel plan co-ordinators in the UK as a major reason why many Employer Travel Plans were struggling. He concluded that having a day-to-day champion for the plan was vital to its success.

2.6 Constraints to Take-up of a Travel Plan

The international literature has shown that there are significant constraints to the effective and wide-spread take-up of travel plans:

- *Low Perception of Need* – Rye (1995, 2002, Rye & McLeod 1998) found that most UK employers did not perceive that there was a transport problem in their area. In addition, they felt there was no problem with the number of employers driving to work alone. For most businesses, employee travel to work does not present employers specifically with any great problems. It is therefore seen as irrational for the employers to spend money on what is essentially an altruistic venture (i.e. influencing the way their staff get to work for environmental reasons). This lack of rationale obviously negatively affects the business case for spending money on travel plans, and makes it difficult to get the resources necessary to develop and implement a travel plan.
- *Low Employer Responsibility* – Related to low perception of need, Rye & McLeod (1998) also found that a substantial proportion of UK employers did not consider that they have any responsibility to reduce the negative impacts of their employees' travel to work.
- *Legal Requirement* – Berman & Radow (1997) noted that the most successful programmes were those that were required by law to be implemented. They concluded that the most effective legal requirement was one that was fairly specific on what targets are to be reached, provided some sort of guidance on measures to reach the targets, and had some form of monitoring or an enforcement mechanism built into it. Rye (1995) concluded that regulation should require the employer to make progress towards an agreed employee modal split and impose penalties if the target is not reached.

- *Low Push Factors* – regulatory requirements for organisations to implement travel plans are lacking. Without being required to do so most organisations will not be motivated to introduce travel plans (Rye 2002).
- *Taxation Barriers* – of personal taxation and commuting. Employer contributions to employees' commuting expenses are subject (in the UK) to personal taxation. This impacts on the type of measures that will be implemented in travel plans, and affects the likelihood of their success (Rye 2002).
- *Poor Public Transport* – in many countries public transport is often poorly provided. Infrequent, poor quality, or expensive services result in many commuters opting to drive. In addition the deregulated nature of public transport in many countries, including the UK, New Zealand and Australia, also offers barriers. In the UK employers find it difficult to get public transport services to their work site as the services are often uneconomic and will not be provided by commercial operators (Rye 2002).

2.7 Key Effectiveness Factors

The international literature has shown that a number of key factors can, to some extent, determine how effective an Employer Travel Plan will be. These factors can be categorised as being characteristics of the travel plan itself or characteristics of the organisation in which the travel plan is to be implemented.

2.7.1 Travel Plan Characteristics

As indicated above, with regard to the characteristics of the travel plan itself, the Open University (2001) in the UK found that schemes which incorporated financial incentives could achieve reductions in trips numbers by 8–10% and those which incorporated financial disincentives achieved reductions of 15% and higher. Conversely schemes which provided only information, for example about public transport, would have very limited impact (0–3%).

Similar results were found in the Netherlands. Ligtermoet (1998) reviewed a number of studies from the Netherlands in addition to 40 other organisations that monitored their travel plans. He found that travel plans with 'basic' measures such as rideshare schemes could achieve a reduction of 6–8%, while plans with more 'luxury' measures such as employer-provided buses, public transport subsidies or car parking management, could achieve reduction in vehicle trips by 15–20%.

2.7.2 Organisation Characteristics

A limited amount of research has been carried out into the specific characteristics of an organisation which may affect the likelihood of success of travel plans:

- *Employer Size*. Comsis Corporation (1994) found no positive correlation between the size of the employer and the size of the vehicle trip reduction achieved. The UK DOT (2002) also came to a similar conclusion noting that organisation size was not critical to either the level of modal change an organisation can achieve or the final levels of car use. However, Rye (2002) noted that virtually all completed travel plans in his study were for organisations with 200 or more employees.

He postulated that smaller organisations may not have the resources to develop and implement a travel plan.

- *Location.* The most effective travel plan programmes were found in organisations located in suburban central business districts or the regional central business district fringe, not in more isolated suburbs. In the Netherlands, van der Mass (1996) also noted similar results with the highest performing organisations located in town centre or urban settings. This is particularly true if public transport is readily available at these locations and cycle infrastructure, including cycle lanes and cycle parking, are available, as these provide employees with readily available alternative modes to get to work (DETR 2000).
- *Parking.* Sites with scarce parking had four times the vehicle trip reduction rate of sites with ample parking (Shreffler 1996).
- *Services.* Employers with significant services, such as food or banking, on or near the site had four times the vehicle trip reduction of isolated sites without on-site services. Again the UK DOT (2002) made similar findings, noting that all the case study organisations had a range of services nearby for staff, which may have contributed to the ability to achieve vehicle trip reduction.
- *Site Design.* Travel plan programmes have found to be most successful at aesthetically pleasing sites (Cambridge Systematics 1994). Related to this, a comparison of US and Netherlands studies (Shreffler 1996) concluded that travel plans were more successful when implemented by progressive organisations that showed concern for the environment, the increasing impact of congestion, employee well-being and their external image.
- *Specific Needs.* The most successful programmes were those that were designed to address specific needs of employers, such as lack of parking and employee recruitment, and were not just a response to government policy or regulation (Shreffler 1996).

3. New Zealand Case Studies

3.1 Overview

Two New Zealand organisations were selected to be case study organisations for this project:

- *Christchurch City Council*
The Christchurch City Council (CCC) agreed to participate in the Transfund Employer Travel Plan project, given that it has had an interest in promoting more sustainable travel for its staff and the wider city for many years. The Civic Offices, along with the parking building on Tuam Street and the Glassons Building, were selected as the site for the travel plan. All these sites are located in the central business district (CBD). Approximately 900 staff are employed at these three sites.
- *Auckland Central Police*
The New Zealand Police Central Auckland branch (Central) had been experiencing difficulties with travel options for its staff following the introduction of on-street parking restrictions in the area by the Auckland City Council (ACC). Central's management had been in discussion with the Energy Efficiency & Conservation Authority (EECA) regarding the application of travel demand management options, and were keen to explore the travel plan approach. Central is located in the central business district of Auckland, and is the largest Police office in the region, with approximately 350 staff located on site.

3.2 Christchurch City Council

3.2.1 Overview of Process

As indicated above, the Council agreed to participate in this research study given its long-standing interest in promoting sustainable transport. The initial contact with the Council was made in late 2001 at middle management level. The middle manager involved then sought, and obtained, senior management support (which is the first stage in developing an Employer Travel Plan), to develop a 'Green Travel Plan' for the Council's staff based at its Civic Offices site. The focus of the travel plan was set as:

- travel to and from work, and
- travel on Council business.

The Green Travel Plan steering group role was to be filled by the regular meeting of Council's senior managers (then known as the 'Corporate Team'). A '*Green Travel Plan*' project was established and internal resources were allocated to the project. This included assigning half of a staff member's time to allow her to act as the Travel Plan Co-ordinator. A Project Group/Working Group was also established to undertake required tasks and to review project documents. This group included staff members from transport, communications and planning. A union representative was also included in the project group.

The travel plan methodology outlined in Section 2.2 was then followed. This involved undertaking a site assessment and a travel survey, and establishing focus groups in the first half of 2002. A draft travel plan document, with proposed travel plan measures, was then produced.

The aim at that time was to introduce the proposed travel plan measures over the next 12 months. However, several factors, including uncertainty regarding the cost to the Council of several measures and the departure of the Travel Plan Co-ordinator, resulted in the delay of the implementation phase. Subsequently a new Travel Plan Co-ordinator was appointed in mid-2003, and a revised set of travel plan proposals were prepared. This latest travel plan, now termed the *Green Easy Travel Plan*, is being implemented over the August '03–June '04 period. Initial monitoring of the impacts of the travel plan will involve a travel survey scheduled for late June '04.

The main elements of the travel plan development process are described below, along with the progress made to date, and lessons learned from this process.

3.2.2 Site Assessment

A site assessment was carried out in early 2002 with the aim of identifying key company policies and availability of travel-related facilities and services that would impact on Civic Office staff travel options. Several key findings were:

- Cycle parking was adequate, but support facilities for cycling and walking (i.e. showers and lockers for staff to store gear) were not.
- A relatively high number of car parks were provided for private staff cars.
- A \$1 a day subsidy for staff who used their own cycle for business travel was available.
- Staff had the option for working from home if their Unit Manager agreed.
- Public transport was readily accessible as the Civic Offices were within 300 m of the central Christchurch BusXchange where all public transport buses pass through.

3.2.3 Focus Groups

Four staff focus groups were held in March 2002. The 7-8 participants in each group represented a broad range of job types within the Civic Offices. The main findings from the focus groups were:

Travel to and from Work

- Bus Use: buses were generally considered too slow and inconvenient compared to other options. Cost was a factor for some.
- Cycling: safety is a concern for many when considering cycling. Other factors put some off, e.g. need showers, other clothes, carrying heavy items. Cyclists generally cycle for health and low cost.
- Carpooling: the need for people to work similar hours and locations, plus inflexibility, are barriers to carpooling. Some were interested, particularly if incentives provided.

- Free bus pass: several will change modes to bus when a free bus pass was introduced, but for most people convenience and time factors are more important than cost.
- Alternative work hours: some will use flexible work hours and time-in-lieu mainly. Little use of shortened work week. Alternative work hours can place pressure on other members of the team. Only limited use of work-at-home. Some managers apparently do not support this. Several people would like this option.

Business Travel

- Travel Mode: mostly council car outside the CBD and walk inside the CBD. Very little use of bus or cycle, mainly because of time and distance.
- Council bicycles: little use made of these as cyclists tend to use own bicycles.
- Proposed free bus pass: only one person would use the proposed free bus pass for work. A potential problem lies in the public perception of free bus passes for council staff.

3.2.4 Travel Survey

A staff travel survey was undertaken at the Council between 24th and 28th June 2002. This comprised of questions on current journey to work travel habits, respondents' thoughts on incentives to reduce their car use to and from work, and for journeys made on Council business.

The response rate was 46% with 405 of the 879 staff returning surveys. The results showed that, for the working days between 24th and 28th June 2002, 35% of staff drove a private car, 8% drove a Council car, 16% cycled, 15% used the bus, 5% walked or ran. A further 11% were passengers in another's private car. Motorcyclists, those who did not travel to work, or used another unidentified mode on a frequent basis, made up the remaining 10%. The survey also found that 70% of all drivers for that week did not share their car with a passenger(s).

Other key findings¹ from the travel survey included:

Journey to Work

- Those who drove a car at least once during the week were asked why they chose to drive to work instead of using other travel modes. Of those persons, 54% said they needed their car for other things before/after work or during the day. Other important reasons included: being able to arrive and leave work on their own schedules (47%), comfort (38%) and travel time (35%).
- Of all car drivers, 52% paid nothing for car parking, 17% of that number because the Council paid. Over 90% of car drivers had less than a 10-minute walk to work from where they parked their car. Of those who parked on the street, 90% paid nothing for their park, while very few drivers who parked in the spaces closer to work got free parking (apart from those who park in the Council staff park, and they generally also pay nothing).

¹ Note that multiple answers were allowed for most questions. Therefore figures will not always add up to 100%.

- Most car drivers travelled alone (70%) and, of those who did travel with others, over half travelled with family or household members.
- Those car drivers who currently did not car share were asked what would encourage them to carpool with other Council staff to and from work. Of them, 38% said a carpool matching service, 35% said reserved car parks for carpools in the Council car park, and 35% said a guaranteed ride home (e.g. taxi) if you work later than the carpool departure time. Of those who said that nothing would encourage them to carpool with other Council staff accounted for 39%.
- Both car drivers and car passengers were asked what would encourage them to use the bus more often. A free ticket would encourage 47% of them, with around a quarter of those asked stating that more frequent services and faster journey times would encourage them. Only 14% said that nothing would encourage them to use the bus. Over a third of those who said nothing would encourage them to bus, currently have their parking paid for by the Council.
- Those respondents who were either car drivers or car passengers were also asked what would encourage them to cycle, walk or run to work more often. Better facilities at work (showers etc.) would encourage 20% of this group. More off-road cycleways would encourage 17%, and 15% said if drivers were more aware and considerate of cyclists. Nothing would encourage 35% of them.

Council Business Travel

- Those who travel on Council business were asked how often they used different travel modes for their Council travel. Of those travelling on business 40% drove a Council car by themselves at least once a week, 23% travelled by foot, and 14% travelled in a Council car with others.
- Respondents who travelled on business were also asked if they would consider using the bus for travel if a free tickets were made available and easily accessible, and 45% said yes.
- Staff were also asked if they currently arranged a carpool where possible for their Council business travel. Those who did amounted to 74%. Business travellers were then asked to describe what would help them to carpool more often for Council business trips. Most people felt that some system would be needed which would inform them of who is travelling where and when. Some suggested this could be done through an online system.
- Council cars of a more appropriate size were needed, according to one suggestion, because the current cars were too small, and some cars were able to carry only two people.

3.2.5 Travel Plan Measures

Based on the findings of the site assessment, focus groups and travel survey, a suite of proposed travel policies was developed and included in the June 2002 Draft Travel Plan. These travel policies fell into two groups:

- Policies which could be applied directly by the City Council;
- Policies which involved advocacy to external organisations (advocacy policies).

The 2002 travel plan policies are shown in Table 3.1.

Table 3.1 June 2002 Christchurch City Council Draft Travel Plan: Travel Policies

Travel Mode	Policy
Carpooling	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Establish a formal carpooling scheme for CCC staff • Investigate opportunities for combined schemes • Provide free car-parking spaces for carpoolers in Tuam Street car park
Ride Home	<ul style="list-style-type: none"> • Provide 'guaranteed ride home' scheme available for carpoolers, and other modes (apart from car driver) who work later than a certain time
Public Transport	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Hold public transport (PT) promotion days • Provide Personalised Journey Planning for staff • Make 'guaranteed ride home' scheme available to staff who have to work past a certain time (e.g. 8pm) <p><i>External Advocacy Policies</i></p> <ul style="list-style-type: none"> • Arrange free trial bus ticket with PT operators • Advocate to ECan for more direct bus routes & higher frequency services
Cycling	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Hold cycling promotion days • Provide an interest-free loan for cycle purchase for staff • Provide cycle repair kit and tools on site • Arrange with cycle shop for repair service during the day • Provide additional showers and lockers for staff, and drying facilities • Improve cycleway network in city <p><i>External Advocacy Policies</i></p> <ul style="list-style-type: none"> • Negotiate reduced cycle purchase price for staff with local retailer • Work with LTSA to educate car drivers on 'cycle aware' driving behaviour
Walking	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Hold walking promotion days • Provide additional showers and lockers for staff, and drying facilities • Improve provision of off-road walkways
Teleworking	<ul style="list-style-type: none"> • Investigate barriers to teleworking and develop strategy to promote increased use of this option • Investigate 'hot desks' at service centres
Alternative Work Hours	<ul style="list-style-type: none"> • Investigate barriers to using these arrangements and develop strategy to promote increased use of this option
Information Provision	<ul style="list-style-type: none"> • Include advice on availability of bus services, and cycling and walking routes, in Information Pack for new staff
Car parking	<ul style="list-style-type: none"> • Provide free car parks for carpoolers, spaces nearest to office • Charge for all other car parks – funding used to finance Travel Plan measures • Progressively reduce number of Council funded/provided car parks for staff, aim for 0 staff car parks in 5 years; do this by 'cashing-out' parking

The proposed policies related primarily to increasing the attractiveness of alternative travel modes: carpooling, walking, cycling, and public transport. Alternative work arrangements are also covered. In addition, reducing the availability of Council-funded or Council-provided staff car parking was proposed.

3.2.6 Green Easy Travel Plan

As indicated above, the Green Travel Plan was 're-badged' as the Green Easy Travel Plan in mid-2003. A further staff survey was carried out just before the start of the implementation of the measures to confirm the situation identified in the first survey.

The staff travel surveys contributed to the selection of the following travel plan measures to be implemented. These were also selected on the basis of ease and cost of implementation and what was deemed to most effectively cover the alternative transport options needed by the organisations:

- Rideshare – a rideshare matching service and reserved spaces at a nearby Council car park. A guaranteed taxi-ride home after 8pm, or before 8pm a bus pass, for ridesharers who have to miss their ride home because of work.
- Bus – bus use is being promoted in conjunction with the launch of the new Metrocard electronic ticketing.
- Showering, Changing and Storage Facilities – existing facilities that are available to staff for cycle parking, showering, changing, and storing of gear will be promoted. Feedback will be sought on the current provision of facilities and some funding will be made available for new lockers, showers, cycle racks and maintenance facilities.
- Cycle Store Offers and Discounts to Staff – two cycle shops near the CCC offices have been approached to take part in the plan. Both have indicated a keenness to take part and have indicated staff discounts will be made available. These discussions have as yet not been resolved or formalised.
- Alternative Working Options – the promotion of alternative working hours will focus on a 40-hour week (rather than 37.5 hour) and one day off every 4 weeks, a nine-day fortnight, and a four-day week. A working from home policy is currently being developed. Human Resources (HR) personnel at CCC have agreed that alternative working should be a part of the plan.
- New Employee Information Packs – a folder will be given to all new employees. It is planned to include introductory offers, bus, cycle, walking maps and information. It will also contain a staff travel policy and details of the CCC travel plan.
- Council Business Travel – this is planned to comprise publicity of the cycle pool, the cycle allowance, and investigation of a matching system to co-ordinate the use of carpool vehicles.

Some of the above measures and a number of measures that were not initially suggested have been implemented.

The planned measures that were implemented are:

- 10% cycle discount to staff arranged with a local cycle store;
- Alternative working hours/arrangements for staff;
- Rideshare scheme.

Other measures not initially planned that have been implemented are:

- Bike to Work Day;
- Lunch-time travel planning week, i.e. a week of travel planning over lunch times;
- Lobbied management for retention of cycle allowance and promotion of cycle allowance for business travel.

Measures planned but yet to be implemented:

- Providing lockers for staff;
- Bus promotion linked to Metrocard and new bus services;
- Roll-out of employee induction packs;
- Walking/running promotion.

3.2.7 Targets and Objectives

The Green Easy Travel Plan has set a target of reducing the overall number of weekly car trips to and from work by 15%. This target is based on estimations made about the likely uptake of the incentives raised by single occupancy drivers in the staff travel survey.

Of the key travel modes, calculations have shown that the 15% reduction in weekly car trips equates to:

- 11% increase in bus trips;
- 5% increase in cycling trips;
- 5% increase in walking/running trips.

The target for business travel is to reduce the percentage of people who travel alone on Council business by car at least once a week from 40% to 35%. This is hoped to be achieved through a 3% increase in walking, and a 2% increase in the use of carpools.

3.2.8 Monitoring and Review

Further travel surveys are planned on an annual basis. The first of these will be conducted in June 2004. This will be used to monitor any travel behaviour change and identify where adjustments can be made to the travel plan.

Further evaluations of the travel plan will be undertaken annually. Changes may be made to reflect the changing behaviour and needs of staff and the organisation. Any future changes made to government legislation that can impact on the travel plan will also be taken into account. For example, changes to the Fringe Benefit Tax (FBT) may make subsidised public transport more financially acceptable to management in the future.

3.2.9 Key Outcomes

Although a travel plan has been developed for the Civic Offices, the implementation of it has taken considerable time. This appears to have been the result of several inter-related factors:

- A previous proposal to fund free bus travel for Council staff, although approved by the Council, was not implemented because the New Zealand taxation regime would have required payment of FBT on the staff subsidy. This would have increased the cost of the scheme substantially.
- The problems incurred by the free bus travel scheme may have had an impact on management's willingness to consider travel policies that involve direct funding of staff travel costs.
- While senior management supported the travel plan, it has taken time for management to allocate staff time to the project.
- The Council's involvement in the Employer Travel Plan trial was not motivated by a pressing issue or problem which needed to be addressed, but rather by a general interest in the subject.
- Motivating and enthusing staff has had its problems. This is partly due to the general apathy often encountered with staff initiatives that are not directly related to work, as well as a current feeling of uncertainty within the organisation related to protracted pay negotiations and staff redundancies.
- Even though no monitoring surveys have yet to be administered, informal feedback from the staff has shown the measures implemented so far have been useful and well received.
- The recent commitment by the Council to push forward with the travel plan has arisen as part of an agreement which it has entered into with EECA. The support of an external agency such as EECA with its available resources and expertise, appears to be very important in the implementation process.

3.3 Auckland Central Police

3.3.1 Overview of Process

As indicated above, the New Zealand Police Central Auckland branch (Central) agreed to participate in an Employer Travel Plan case study, primarily because its staff had been experiencing difficulties with travel to and from work. Central's HR Manager had been in contact with EECA, who had encouraged the branch to explore the travel plan option.

Central's HR Manager subsequently obtained senior management support for the project. The objectives set by management for the travel plan were to:

- To improve the choice of travel mode available to staff for their journey to work;
- To increase the use of alternative travel modes (i.e. apart from car driver), thereby reducing the demand for parking at Central; and,
- To improve the choice of travel mode available to visitors to Central.

A staff member (a Senior Sergeant) was assigned the Travel Plan Co-ordinator duties in addition to their existing duties.

The travel plan methodology outlined in Section 2.2 was followed. This involved the undertaking, in late 2001, of a site assessment, focus groups, staff travel survey, and a visitor survey.

A draft Employer Travel Plan document, with proposed travel plan measures, was then produced in the first half of 2002. Over this period, several travel measures, including free travel for 'sworn'² staff on Stagecoach buses, were introduced. The travel plan was not finalised until 2003. The lack of staff resources, and relatively low priority for this project were the main reasons for this delay. Another factor was the need for a decision at national office level for travel measures which would impact on staff conditions.

A monitoring staff survey was carried out in December 2003, and the main elements of the travel plan development process are described below.

3.3.2 Site Assessment

A site assessment was carried out to identify key company policies and the availability of travel-related facilities and services which would impact on staff travel options.

Some key findings were:

- A transport allowance is currently provided to shift workers to assist with the additional travel costs imposed by their unusual working hours.
- Job sharing is permitted, but teleworking is not encouraged primarily due to security concerns.
- The bus stop for the bus services to Western Auckland suburbs are 3-4 minutes walk from Central, the North Shore bus stop is 10 minutes walk, the Auckland Harbour Ferry 20 minutes walk, and the rail station is 30 minutes walk.
- Senior Managers, late shift and injured staff are permitted to park free on-site. In addition, 30 free parking spaces are reserved for Central staff in a nearby parking building (first come – first served). Paid parking is available nearby and free parking available on the city limits (20 minutes walk).
- Good on-site facilities are available for cycling and walking, including racks for 20 cycles, showers, lockers, dryers and irons. These have been recently updated.

3.3.3 Focus Groups

Two focus groups were held. Participants represented a broad range of job types within the station. The main points that came out of the focus groups were:

- Carpooling had support but the concerns were about having a 'guaranteed ride home' if they had to work late or pick up children from school in an emergency.
- Priority parking for carpoolers was supported but the feeling was that this needed to be policed well in order for it to be effective.

² 'Sworn staff' refers to staff who have been sworn in as police officers, i.e. it does not refer to support staff.

- The feeling was that management needs to show it is concerned about the journey to work.
- Staff resent the (ACC) parking controls that are now in place and see little merit in them.
- Many staff are leaving home early for work in order to make sure they get free parking on street.
- Some staff are open to using public transport but felt it needs to be cheaper. Convenience, flexibility and journey time are concerns that are preventing staff from using public transport.
- Cycling is thought to have health benefits but concerns are about safety on Auckland roads for cyclists.

3.3.4 Staff Travel Survey

The initial staff travel survey was completed in early December 2001. Completed surveys amounted to 155 giving a return rate of 44%.

The survey attempted to find out how staff *most commonly* travel to and from work, where they were travelling from, who would be willing and able to change their travel modes, and what measures would be most effective in persuading drivers to change modes.

The results showed that just under 73% were car drivers for the journey to work, 6.5% took the bus, just under 6% cycled, 4% were passengers in a car, and 5% used a mixture of modes for the journey to and from work. The remaining 6% are made up of people who use a motorcycle, walk/run or use other unspecified modes. Over 80% of car drivers drove to work alone, and those who do travel by car with others, travelled with a family member.

Other key findings were:

- Staff were asked about the relative attractiveness of different *public transport* options. The proportion of staff who considered the particular option to be very important were:
 - Subsidised fare – 49.3%
 - Don't have to change bus – 42.5%
 - More direct routes – 41%
 - More frequent routes – 41%
 - Park and Ride with a direct bus to Central – 40.9%
 - Free trial ticket – 35.5%
- Staff were asked what would encourage them to *rideshare*. A guaranteed ride home was very important to 55.8%, and 44.5% said that reserved car parks for car pools in Central car park was very important.
- When asked to consider what would encourage them to *cycle* to work, 33.6% of staff said that new off-road cycleways between home and Central were very important, and 32.1% said that considerate bus drivers were very important.

- Only 3.8% rated information on pedestrian routes as very important, and 14.7% rated new off-road *walkways* as important.
- Staff were finally asked if the various improvements suggested for each option were carried out, how likely would they be to use each of the mode options. The proportion of respondents who indicated it was very likely they would use the mode were:
 - Public transport – 26.6%
 - Carpooling – 23.4%
 - Vanpooling – 21.1%
 - Cycle – 26%
 - Walk – 7.8%

3.3.5 Visitor Travel Survey

A visitor survey was also carried out in December 2001. This identified how visitors to Central travelled, if they had received instructions on how to get there, what would encourage them to use public transport to get to there, and what problems they had in order to reach Central.

Key findings were:

- Driving was the preferred method of transport for visitors to the station (45.3%), with car passenger next at 22.7%. A significant proportion walked to the station (21.3%), with only 6.7% taking the bus. None were users of the ferry or train.
- Car drivers and passengers were asked which option would have encouraged them to use public transport to get to the station. Around 50% indicated they would use public transport if information on routes and timetables were provided.

3.3.6 Travel Measures

A range of travel measures for the journey to and from work (JTW) were proposed in the draft Police Travel Plan developed in June 2002 (Table 3.2).

In addition, development of an information pack to be sent to prospective visitors was proposed. This pack would include information regarding bus, ferry and rail services, as well as a local map and details of car parking provision near the station.

A link from the Central website to the ARC Rideline website was proposed, as well as placing a map of the Auckland CBD showing the location of Central station, public transport stops/termini, and car parks on the Central website.

3.3.7 Implementation

Senior management approved the Travel Plan and approved its implementation. A number of actions have been made in relation to the travel plan:

- Representations to the major Auckland bus operator, Stagecoach, were successful. Stagecoach agreed to provide free travel for sworn police staff in return for the officers intervening in situations on buses requiring such an action.

Table 3.2 June 2002 Draft Auckland Central Police Travel Plan: JTW Travel Policies.

Travel Mode	Policy
Carpooling	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Establish a formal carpooling scheme for staff • Provide a 'guaranteed ride home' support scheme • Provide (10) car-parking spaces for carpoolers at Central <p><i>External Policies</i></p> <ul style="list-style-type: none"> • Explore partnership opportunities with nearby organisations
Cycling	<p><i>External Policies</i></p> <ul style="list-style-type: none"> • Negotiate reduced cycle purchase price with local retailer • Advocate to city councils for maintenance of existing cycleways and provision of new cycleways
Public Transport	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Subsidise public transport fares for non-sworn staff <p><i>External Policies</i></p> <ul style="list-style-type: none"> • Free bus pass for sworn staff • Negotiate reduced public transport fares for non-sworn staff with operators • Obtain free trial ticket from operators for non-sworn staff • Advocate to operators for more direct bus routes and closer stops to Central
Walking	<p><i>External Policies</i></p> <ul style="list-style-type: none"> • Advocate to city councils for new off-road walkways
All Modes	<p><i>Internal Policies</i></p> <ul style="list-style-type: none"> • Extend Shift Transport Allowance to all staff • Provide information on alternative modes to all staff • Include travel information with new employee induction pack <p><i>External Policies</i></p> <ul style="list-style-type: none"> • Partner with key agencies to promote other modes to staff

- The ARC also agreed to hold a 'Travel Options' day at the station. This was held on a day in late August 2003. The ARC's public transport information staff were present during the day and answered staff questions regarding public transport services in Auckland.
- Staff were invited to a meeting to discuss establishment of a formal carpool scheme. However, very few staff attended. Development of a formal carpool scheme has been put on hold (several informal schemes are currently operating).
- The extension of the Shift Transport Allowance³ to all staff was investigated, along with a proposal and to provide an interest-free loan for cycle purchase. However, as these policies would effectively change staff compensation, and would require a change to the national award, they cannot be implemented at this time.

³ The Shift Transport Allowance is an allowance given to all staff working either early (before 7am start) or late (after 11pm start) shifts.

Several other measures are currently under investigation:

- Cycling – negotiate reduced cycle and accessory purchase with local retailer.
- Public Transport – negotiate with Stagecoach for discounts for non-sworn staff, and negotiate with other operators for discounts for all staff. (Currently sworn staff only receive free bus travel from Stagecoach and non-sworn staff receive no free or discounted travel.)
- All Modes – extend provision of information on alternative modes to all staff, include travel information with new employee induction packs. This seems a relatively easy measure to implement but like other easy measures it has not happened. The main cause is that a dedicated Travel Plan Co-ordinator with enough time to organise a potentially time-consuming project had not been assigned to the task.

3.3.8 Targets and Objectives

The Employer Travel Plan discusses travel targets but does not have a definite target. A possible target discussed in the plan is:

To increase the use of all alternative modes for the journey to work by 10% within 12 months of implementing the policies.

3.3.9 Monitoring Survey

A monitoring staff travel survey was administered in early December 2003, two years after the first staff survey was carried out. Of the 340 surveys distributed, 151 were completed, achieving a return rate of 44%. This was not a cohort survey.

The monitoring survey showed a number of changes in staff travel behaviour⁴:

- More people are travelling longer distances to get to work. The number who travel 10 to 14 km has increased by more than 7%, and the number travelling more than 20 km has increased by more than 6%.
- Related to length of journey, more staff members are taking a longer time to travel to work. People travelling for longer than 30 minutes to get to work have increased by 4.5%, with 6% fewer people travelling for less than 20 minutes.
- Fewer staff members are travelling by car for the journey to work. The mode share of car drivers has decreased from 72.7% in December 2001 to 64.9% in December 2003 (a decrease of 10.7%).
- The number of cyclists has also decreased, down 3.8% from 5.8% in 2001 to 2.0% in 2003.
- Use of the bus has increased, from 6.5% of staff in 2001 to 12.6% in 2003, an increase of 93.8%.

⁴ Percentages describing changes in travel patterns represent changes between the two surveys, not actual percentage change.

- The increase in bus travel is most likely due to the impact of the free Stagecoach bus travel for sworn staff. Only 16.2% of sworn staff said that they did not use the free travel, half of whom said they did not actually know about it. Of those that do use it, 22.2% use it on a weekly basis, while most (56.6%) use it infrequently.

Because the survey did not use the cohort method, and therefore individual employees were not tracked over time, the decrease in car use may be largely attributed to changes in staff since the time of the first survey. For example, 36% of respondents to the monitoring survey had not been employed at Central at the time of the first survey and therefore had not participated in that survey.

3.3.10 Key Outcomes

A key outcome of the Police case study was the need for adequate resourcing for the plan development process if it was to proceed at a reasonable speed. The travel plan implementation phase took longer than expected. This was mainly a resourcing issue, i.e. the Travel Plan Co-ordinator responsibilities were added to the existing duties of a current staff member. The heavy workload of the staff involved meant that travel plan tasks were often delayed.

Despite this, the local senior management did support the travel plan, and were willing to look for innovative solutions (such as subsidising public transport use) to their staff travel problems. This showed the importance of having a 'real issue' to be addressed by the travel plan.

However, the local management's wishes were over-ridden by national considerations, i.e. Central management were often restricted by national policies that govern all police employees. For example, financial incentives were unable to be implemented because these would mean that changes would have to be made to the National Award that governs all New Zealand employees.

An area where Central had difficulties was in regard to communication with staff. In the monitoring survey, 58% of survey respondents said that they were not aware of the ARC's Transport Information Day that had been held at Auckland Central. This illustrates the importance of a clear and well thought-out communications plan to accompany travel plan development and implementation. Of sworn staff 92% were aware that they were eligible for free bus travel on Stagecoach services.

Based on the 2003 monitoring survey, it appears that the travel plan has resulted in a decrease in car travel (10%) and an increase in bus use (94%). However, cycling has decreased (66%), and this appears to be mostly related to the free bus travel for sworn staff, along with the travel information day.

3.4 Lessons Learned

Key lessons learned from the Employer Travel Plan case studies described above are outlined below:

- *A strong 'driver' or impetus is needed to motivate involvement.* Where an organisation is faced by a pressing issue (such as a parking shortage which is affecting staff retention, as in the case of the NZ Police), there is a strong business

case for the Employer Travel Plan. This is needed if travel policies involving disincentives or financial incentives are to be seriously considered by senior management.

- *Free bus travel is essential.* The surveys have indicated that staff will travel by bus more frequently if they are given the opportunity for free bus travel. Many staff members who were not eligible commented that they would use the bus more if they given free travel also.
- *Upper management support is essential.* Support from upper management is essential for a successful Employer Travel Plan to occur. Without management support co-ordinators may find it difficult getting not only financial resources and staff time, but also may find difficulty to implement the more 'controversial' policies such as financial disincentives. While management may initially give their consent for a travel plan to be implemented within an organisation, they may be unaware of the full extent of the project and the type of policies that are intended. Therefore it is important to initially provide management with a clear outline of the project so they know what to expect.
- *Delegated Travel Plan Co-ordinator within the organisation is essential.* The size of the organisation will determine whether this person devotes all or only a portion of their working day to the travel plan. Either way it is essential to have an employee working from within the organisation who is able to devote effective time to the project. The co-ordinator will be responsible for communicating and working with management as well as being a contact point for staff
- *Effective communications plan is required.* An effective communications plan must be devised and tailored specifically to the type of organisation within which the Employer Travel Plan is being implemented. An effective communications plan would involve a wide variety of ways of communicating to employees without over-exposure.
- *The current New Zealand taxation regime is a potential obstacle to developing successful Employer Travel Plan Schemes.* Currently in New Zealand, employers have to pay FBT on any benefits that employees receive and enjoy as a result of their employment. Under this scheme, employers are liable for FBT for anything they provide to their employees at less than the cost to the employer. Therefore travel plan measures such as subsidised public transport passes are subject to heavy taxation. In addition to this, organisations could potentially be taxed on any income generated from charging their employees to park on-site. Thereby this would reduce the incentive for introducing car-parking management schemes that ultimately derive some sort of income to the employer.

4. Other New Zealand Experiences

Very little other Employer Travel Plan experience has accrued within New Zealand. However two significant studies of formal Employer Travel Plans have occurred in recent years: the Environment Canterbury (ECan) travel plan project and the North Shore City Council (NSCC) travel plan. These are outlined below.

4.1 Environment Canterbury Travel Plan Pilot Project

4.1.1 Overview

The Employer Travel Plan project initiated by ECan (known as the Business Travel Plan Pilot Project) involved developing, implementing, monitoring and assessing travel plans for three case study employers in Christchurch: MWH New Zealand, the Christchurch Polytechnic Institute of Technology (CPIT), and Environment Canterbury (ECan) itself.

The project methodology followed the basic approach set down in Section 2.2. MWH and CPIT joined the project with the understanding that ECan would cover the majority of any financial expenses incurred throughout the project and would have the responsibility of organising, promoting and generally implementing the travel plan policies. Both organisations, however, would provide a contact or group of contacts who could liaise with the ECan co-ordinator to help steer the projects.

The travel plans and their context differed in each organisation:

- ECan's aim for the pilot Employer Travel Plan project was to increase the staff awareness of the various travel options available to them. This was primarily by way of information provision and the participation in alternative transport activities, with prize incentives that encouraged staff to experience alternative forms of transport than a single occupant motor vehicle.
- ECan also investigated making free trial monthly bus tickets available to all staff. These were provided, but were limited to current non-bus users. This was primarily due to concerns about the use of ratepayers' money on rewards for council employees. In addition to this, ECan would be liable for Fringe Benefit Tax (FBT) on top of the cost of the bus passes. To get around this problem trial bus tickets were used as a form of 'advertising', which was not subject to FBT.
- MWH was approached by ECan. MWH's management team was enthusiastic about the project and felt it would be a positive venture to become involved in.
- CPIT had the added incentive to take part in the project because of a site-specific problem at the campus (the campus was in the process of developing a Parking and Travel strategy that included a small travel demand management component).
- Various measures were implemented at MWH and CPIT including: rideshare schemes, Cycle to Work days, free trial bus tickets, web-based information on staff intranet sites, purchase of pool bikes for staff, staff discounts at local cycle shops, and Car-less Days.

4.1.2 Travel Behaviour Change Results

The results at all three organisations varied widely. This was related to two factors that should be commented on:

- The before- and after-surveys at MWH and ECan were cohort surveys, while the CPIT surveys were not.
- The after-survey at MWH was conducted in summer while the before-survey was conducted in winter. A third survey was carried out at MWH in the winter, one year after the before-survey and six months after the first after-survey. While this removes seasonal differences it has not been used for more detailed analysis because it was not a cohort survey.

The surveys showed that the number of trips per car (driver) per week decreased by 1.5% at ECan, 11.4% at MWH, and 11.4% at CPIT. The small decrease in car trips at ECan is partly accounted for by the initial relatively low rate of car use, as the before-survey showed only 42% being made by this mode. The figures for MWH and CPIT are not based on cohort analysis, and therefore may be a result of changes in staff composition.

Further analysis of the ECan and the first MWH after-survey (cohort) data, allowed for seasonal adjustments and showed that decreases were more modest, ranging between 1% to 4% at both organisations.

The after-surveys showed that the travel plan measures that were the most effective at reducing the number of car trips per week were the rideshare scheme and Car-less Day at MWH, and the free bus tickets and ECan Bike Week Challenge at ECan (van der Sar 2003).

4.1.3 Implementation Issues

A significant implementation issue was the method of communication during the implementation of the travel plan pilot project. A significant number of ECan staff felt that the travel plan process generated too many emails. While email was not the only form of communication used, bulk emailing was the quickest and most efficient method of letting all staff know about promotions, events and offers. Staff noted that they paid little attention to bulk emails and more often than not deleted them without reading them.

This was also true for CPIT. The system used by CPIT to distribute bulk emails meant that all emails came from one source. CPIT staff also commented that if they received emails from this source they automatically deleted them because they were bulk emails. Email is a very efficient communication device but the case studies have shown that it should not be over-used for travel plans. Therefore other communication methods need to be incorporated into the communications plan also.

Another implementation issue that arose during the development of the CPIT travel plan was the lack of a clear travel plan co-ordinator. While a senior HR employee had taken on this role, their involvement was very small because of their busy work schedule and also because this particular person may have been too senior to fill the role successfully. While it was an asset having support from upper management, a

lower level co-ordinator could have helped the CPIT travel plan greatly. Such a senior employee was not always available, so very few measures were implemented with inevitable long delays because that person was busy with other projects (van der Sar 2003).

4.2 North Shore City Council

The North Shore City Council travel plan is focused on staff travel made to and from work, and has not been extended to include fleet vehicles or trips made by visitors to the Council. The travel plan is focused on those that are willing or able to use alternative modes rather than those that are unwilling or unable to change their travel choices.

North Shore City aims to reduce single occupant car travel by 10% by the end of 2004. It hopes to achieve this by using a variety of measures including: induction packs for new staff, set up and support a bicycle users' group, negotiate staff discounts at a cycle shop, review current car parking policies, development of a teleworking policy, carpooling scheme and guaranteed-ride-home scheme, and staff subsidy on monthly bus passes.

As yet North Shore has not carried out a monitoring survey. This will be carried out, and the travel plan re-assessed, in March 2005.

5. Conclusions

The review of international experience with Employer Travel Plans found a fairly standard approach being used for the development of travel plans. This approach involves a dynamic process that includes research into the travel needs of staff, identification of appropriate travel measures, implementation of these measures and formalisation in a travel plan (which includes targets for travel change), monitoring of the plan's impacts, and review of the plan's measures.

The two Employer Travel Plans undertaken as case studies for this project demonstrated that the standard travel plan process will be applicable in the New Zealand context. Issues did arise in implementation of this travel plan process that were however similar to those experienced internationally.

Only one of the case study travel plans (Central Auckland Police station) has got to the point where travel results can be assessed. This travel plan has provided results similar to those experienced internationally (i.e. car travel reduction of 10% compared to 5-15% car use reductions for travel plans internationally). The before-and after-surveys indicated that providing free bus travel to sworn staff nearly doubled the rate of bus use for the journey to work. Free or discounted bus travel is being investigated for other staff.

The Central travel plan also highlighted concerns with monitoring methods used for the surveys. Because a cohort method was not used, uncertainty exists about the changes in mode share, and whether the changes were related to actual changes in mode or by changes in staff composition over time.

For travel plans to be effectively monitored and therefore accurately assessed for effectiveness, more rigorous attention needs to be paid to survey methodology in the future. In particular, the methods used to monitor the impact of the travel plan need to be carefully planned and tested.

Taken in conjunction with other New Zealand experiences with Employer Travel Plans to date, the case studies show that similar travel behaviour outcomes to those found internationally could be achieved if similar 'environmental' factors (such as restricted car parking or regulatory requirements) were present. The actual components of the travel plans will also have a significant impact on travel behaviour and the success of the travel plan (particularly the ability to provide financial incentives for alternative modes and disincentives for car use).

A major issue that needs to be addressed, however, is the current New Zealand taxation regime that could hinder the provision of financial incentives within Employer Travel Plans.

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Appendix

Travel Plan Guidelines for Employers

**An example travel plan guidance document
produced by BAH for employers**

Travel Plan Guidelines for Employers

*A guide developed to help employers
learn more about the potential of
travel plans at their worksite*

About this Guide

The purpose of this publication, *Travel Plan Guidelines for Employers*, is to provide a brief overview to employers who are considering implementing a travel plan or for those who would just like to learn more about them.

This guide has not been designed to provide exhaustive advice on how to implement a travel plan at your work site, but rather to give an overview of the pertinent questions management may have regarding the implementation of a travel plan at their worksite.

This guide outlines:

- What a Travel Plan is and briefly details a number of international and New Zealand examples of travel plans that have implemented
- Why employers should implement travel plans and what implications a travel plan will have on staff resources
- How travel plans work and a basic methodology structure that can be used
- What types of measures that have been found to be most effective in terms of reducing employee car use
- What are the costs associated with travel implementation and other financial implications
- Useful links and information sources are also provided at the rear of this guide for those that wish to learn more about travel plans.

Part I. What is a travel plan?

A travel plan is a package of measures tailored to the needs of individual work sites that are aimed at promoting environmentally friendly and sustainable travel choices for employees and employers and reducing their reliance on the car.

Most importantly, a travel plan is a dynamic process that will grow and develop with time and with changes to the circumstances of your organisation.

Developing a travel plan for your organisation will help you to encourage staff to use more environmentally friendly alternatives than driving alone.

Travel Plans have developed in response to the growing realisation by transport professionals that it is now no longer possible to curb transport problems, such as growing congestion levels, by continually building new roads, a practice which has invariably found to actually lead to more congestion. Travel plans are just one of many solutions to this problem that have developed as a part of a new wave of thinking called transport demand management (TDM).

Internationally travel plans have been successfully implemented throughout the UK, the Netherlands, the US and Australia.

Australia

In Australia, travel plans have been undertaken within the TravelSmart programmes and promoted as Workplace TravelSMART.

- TravelSMART Victoria while a relatively young program has achieved significant results at two employer worksites. Northcote High School and Darebin.

Enterprise Centre has seen a drop of 20% and 19% respectively in the mode share of staff driving to work alone.

UK examples

In the UK, where planning laws make approval for certain development projects subject to the development of a travel plan, a number of travel plan case studies exist that show excellent results in terms of reduction in car use.

Bluewater, Kent, an out-of-town shopping centre, reduced the proportion of employees driving to work to 31% down from 69%. Bluewater has been instrumental in the complete remodeling of the local bus network, with major increases in services. It has provided state of the art on-site waiting and information facilities, ticket discounts, a months free travel for some staff. Simplified timetables, and parking restrictions have also been introduced.

Computer Associates have increased the number of staff using the site shuttle bus by 9%. This was achieved by offering a financial incentive of £150 for each employee who agreed to use alternative modes for 25 days over a 6 month period. 34% agreed to carpool, 12% agreed to cycle and 7% agreed to walk to work. The financial incentive increased after the first 6 months. Incentives were promoted with major launch events for each mode.

New Zealand examples

As yet very little has been done in the way of formal employer travel plans in New Zealand. Much of this has been limited to local government authorities piloting their own schemes, for example the North Shore City Council in Auckland and Environment Canterbury in Christchurch. More recently, the Transfund New Zealand has funded a further study of employer travel plans, one at the Christchurch City Council and the second at the New Zealand Police Station in Central Auckland.

While the majority of these travel plans have been developed for the purpose of research and a number have as yet not been monitored, significant reductions in car use for the journey to work have been found.

For more information about travel plans in New Zealand, contact EECA¹.

¹ Energy Efficiency & Conservation Authority,
PO Box 388, Wellington

Part II. Why should we do this?

There are many benefits that come from employers implementing travel plans at their worksites. Not only can the travel plan benefit the organisation, but also the wider community and the environment.

Organisation

Direct cost savings

- car parking costs can be reduced including the capital costs, rent, maintenance, lighting, security, and also the opportunity cost of using land for other purposes;
- expenditure on company vehicles can be reduced;
- expenditure on business travel can be reduced through reducing the need to travel, consolidating common journeys and through using public transport in place of taxis and cars where available.

A healthier and more motivated workforce

- travel plans can play a positive role in staff recruitment and retention;
- improved health as a result of extra exercise by those walking and cycling, can reduce absenteeism and increase productivity. Stress and fatigue from driving can be reduced through increased travel by public transport and through driver training;
- while promoting cycle use has to be done carefully, it is true that travel by bus and train are safer than driving for all people, bringing health benefits to staff.

Changes in working practices

- measures such as tele-conferencing can yield major savings as costs to meetings are reduced;
- teleworking can save office space and generally increases productivity where it is an appropriate option;
- a compressed working week/ flexi-time enables longer operational hours for customers.

Travel plans can also be implemented to help relieve on-site transport issues, such as car parking scarcity, poor access, or on-site congestion.

Local community

The local community can benefit through reduced congestion, shorter journey times, and improved public transport

The environment

Improved air quality through reduced number of cars on the road.

Part III.

What are the staffing implications?

Senior management involvement and support is essential

For travel plans to be successful, genuine committed and practical support is needed. Managers sometimes need to be seen as leading by example will need to lead by example but more importantly they will need to secure funding and support travel plan measures and policies.

Travel Plan co-ordinator

This individual plays a key role in the development and implementation of a travel plan. They are responsible for the day-to-day running of the travel plan, providing the overall co-ordination needed to ensure the travel plans success. While often it is not feasible to hire a new staff member solely to co-ordinate the travel plan, particularly at smaller organisations the role can be given to an existing staff member, for example someone in Human Resources, to allocate a proportion of their time to the travel plan.

Steering group

This group will over-see the development of the travel plan and provide guidance and high-level support. A steering group should contain 6-8 people and include at least one Managing Director or similar level management representative.

The steering group will need to meet at least monthly at the development stages of the travel plan.

Staff representation

HR or Union consultation is some particularly when implementing disincentives for staff such as car parking management.

Staff time requirements

It is important that time is set aside for travel plan development, for both the Travel Plan co-ordinator and for staff members. Time maybe needed to:

- enable members of the steering groups to attend meetings;
- enable staff to attend other meetings, e.g. consultation groups, or mode groups;
- enable staff to complete travel survey questionnaires and attend focus groups;
- enable staff to carry out delegated tasks e.g. collecting and distributing questionnaires, survey analysis, etc.; and,
- attend ad hoc events, e.g. publicity for the travel plan.

Part IV. How do Travel Plans work?

A travel plan is a dynamic and continuously evolving process. However there are a number of steps that make up the basic structure of a travel plan and should be adhered to during implementation. Figure 1 below shows these basic steps.

Site assessments

Site assessments are designed to provide an overview of the transport links that service the worksite and the on-site transport facilities that are available, for example cycle parking, lockers and showers. It is important to conduct a site assessment so barriers to non-car use can be identified, a clear picture of the realistic alternatives can be developed, and where possible identify any improvements that could be made to encourage non-car use, for example lobbying to add additional lighting to bus stops nearby.

Site assessments should also look at any of the organisation's policies that are related to transport, for example, loosening the dress code where appropriate so employees cannot use the "but I wear a suit to work" excuse for not cycling or walking to work.

Identification of employee travel patterns

Identifying current patterns can be done in a number of ways. The most common is to administer a staff travel survey. This process most often involves conducting a brief email survey or distributing a self-completion mail-back survey to all staff. Examples of surveys can be found in a number of publications and links detailed at the back of this guide.

This is an important step as any information collected forms the baseline from which targets can be derived and to which you can compare successive monitoring survey results.

The staff survey, focus groups, and even staff interviews will attempt to identify three aspects about employees daily travel. The first is their current employee travel behaviour. Secondly, what changes would encourage them to modify their use of motor vehicles and other unsustainable travel behaviour, e.g. providing a carpool matching service to encourage them to carpool. Thirdly, what issues do employees see as barriers to them modifying their travel behaviour?

Targets and objectives

Targets and objectives are an important part of the travel plan, these give the plan direction, enable change to be monitored and where it is not achieved, to amend those elements that have not worked appropriately. Figure 2 below shows the relationship between objective, targets, and indicators.

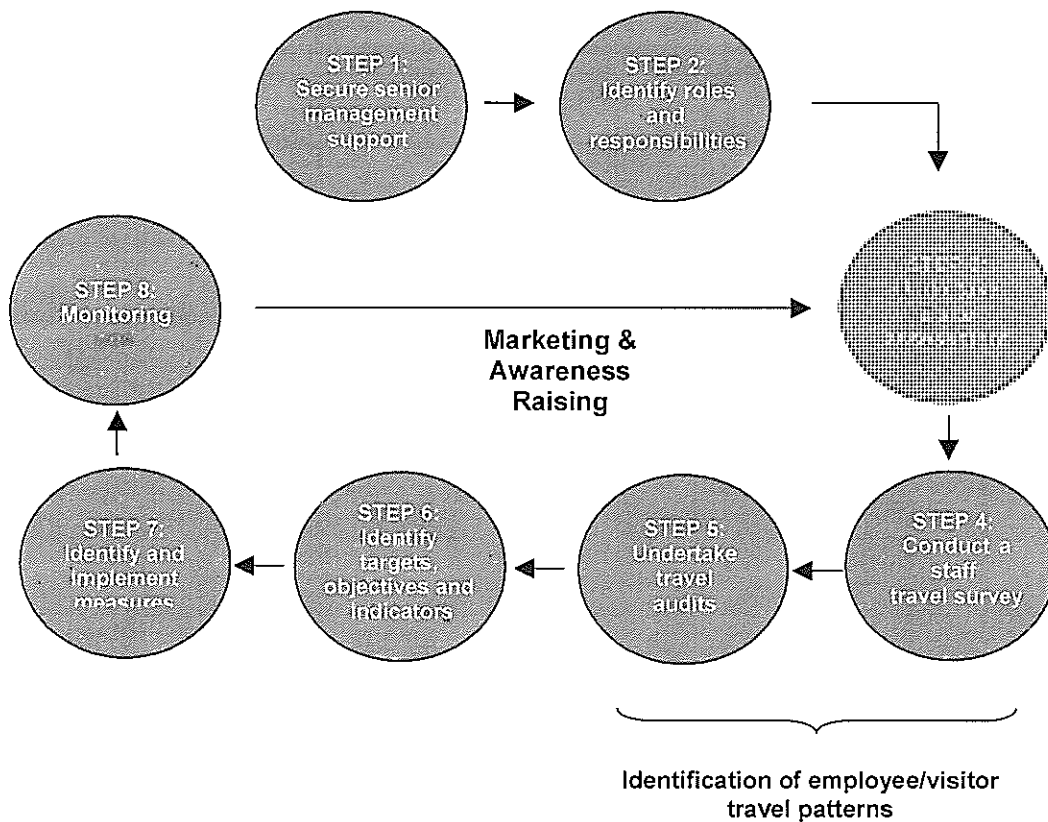
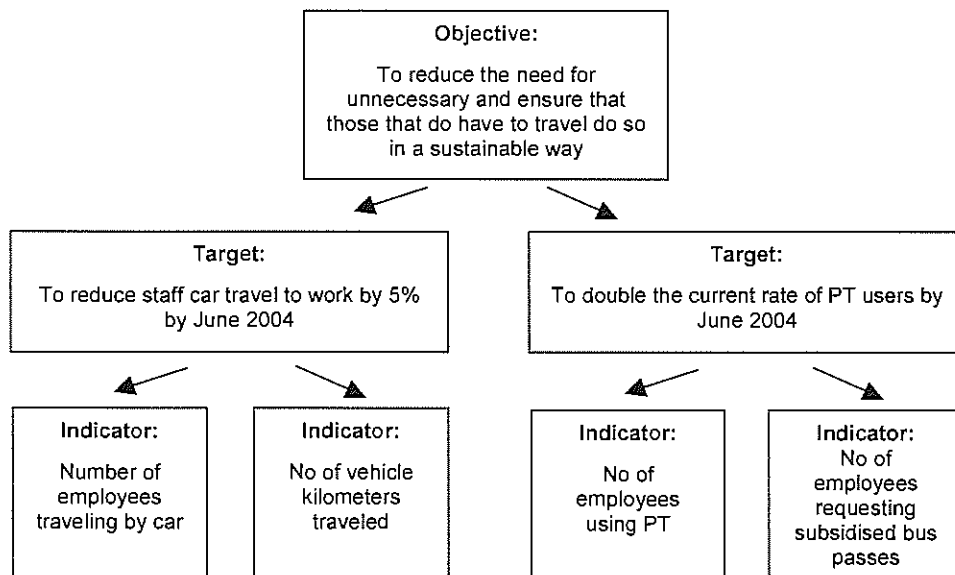


Figure 1. Basic employer travel plan methodology



Source: Adapted from DETR, 2000

Figure 2. Relationship between objectives, targets and indicators

Travel Behaviour change measures

The most important aspect of the travel plan is choosing the types of measures you will implement at your organisation, because it is these measures that will encourage change of employee travel behaviour. Measures can be grouped according to what mode they are designed to increase or decrease the use of.

Carpooling

- Guaranteed Ride home Scheme
- Carpool matching service
- Priority parking

Cycling

- Cycle to work Days
- Staff discounts at local cycle retailers
- Beginner cycle lessons

Walking

- Walk to work days
- Information about safe walking routes

Public Transport

- Subsidised public transport tickets
- Information provision
- Improved PT waiting facilities on-site or nearby

Alternative work practices

- Teleworking
- Flexi-time

Car parking

- Charge for car parking
- Reduce number of car parks available

Business travel

- Tele-conferencing
- Financial incentives to use alternative modes for appropriate business travel

New Recruits

- Induction packs containing PT and general travel plan information

Monitoring and reviewing

Travel plans need to be kept up to date and constantly reviewed for it to continue to be effective, plus it is beneficial to be able to see changes in travel patterns that have occurred since the travel plan began. 'Snapshot' surveys can be used every one to two years to monitor these changes. It is also important to administer surveys at the same time of the year, this means that changes in travel choices is not influenced by season. It is also useful to monitor any measures that are implemented, such as the up-take of subsidised bus passes or number of employees carpooling. This gives an indication of how well the measure is working, if they are cost effective or not and whether changes need to be made.

Part V. What measures produce most effective results?

While every travel plan will differ from organisations to organisation depending on the characteristics of the organisation, the financial and staff resources available and other factors, research has shown that there are certain key success factors that are present in the most effective travel plans found internationally.

Key travel plan success factors

- Clear goals and targets need to be set to give the travel plan direction. Setting indicators will ensure that travel surveys are monitoring the correct changes in vehicle use.
- Management buy-in is desirable as this will help to ensure that resources are available to make the travel plan work.
- A travel plan co-ordinator present will help focus the travel plan and make the implementation of measures more co-ordinated and timely. If a dedicated co-ordinator cannot be employed an existing employee should be able to devote dedicated time to the travel plan.
- Strong champion to advocate and drive the plan. This person could be a member of management or the travel plan co-ordinator, but it could be an employee

with an interest in the area. This person helps to keep the momentum going.

- Effective communications and marketing plans are essential. Too little marketing will result in employees having little knowledge of the plan, measures being implemented and any benefits they could be receiving and making use of. Too much marketing will result in employees feeling harassed constantly about the plan. This is particularly true if large numbers of bulk email are used to promote the travel plan.
- Use of a combination of financial incentives and disincentives such as subsidised bus passes and car parking charges has been shown to produce the most effective results.

Key organisation characteristics

- Larger employers tend to have more resources available for the implementation of a travel plan meaning that more high levels measures such as car parking charges can be implemented. The international literature cites worksites with more than 100 employees as being most suited to travel plan development.
- Services close at hand means that if it is easy for employees to walk to the bank, or do some shopping, then they are more likely to leave their cars at home, as they don't have to travel large distances to complete errands during the day.
- Having a strong environmental ethos present will make the travel plan more acceptable to employees and management alike. The development of a travel plan is more likely to have a higher priority if this is the case. In addition, it has been shown that travel plans at sites that are aesthetically pleasing have produced more significant reductions in car use.

- If an organisation has specific transport issues, such as car parking scarcity, management and employees may be more in favour of the travel plan and be willing to change their mode of travel.

What sort of results can we expect from the travel plan?

The levels of reductions in car use varies with the type of measures that are implemented as part of the travel plan. That is, the higher level the measures the greater the reductions in car travel.

- Travel plans providing low level measures, such as information provision or competitions, can achieve reductions car travel of 0-3%.
- If financial incentives, such as subsidised bus passes or cycle allowances are included in the travel plan, reductions of 8-10% can be achieved.
- Financial disincentives, such as charging for car parking, can achieve reductions of 15+% if they are included in the travel plan.

While studies have not put a reduction figure on the critical success factors described above, it is generally agreed that a travel plan that includes some or all of these factors will be more successful in reducing employee car use than those travel plans that do not.

Possible constraints to effective travel plans

- *Low perception of need by employers.* For many businesses, employee travel to work does not present employers specifically with any great problems. It would therefore seem to be irrational for the employers to spend money on what is essentially an altruistic venture.
- *No legal requirement for travel plans.* The most successful programmes were those that are required to be in place. As yet in New Zealand so such legal requirements exist.

- *Low employer responsibility.* Many employers do not consider that they have any responsibility to reduce the negative impacts of their employees' travel to work.
- *Low push factors.* The lack of regulatory requirements for organisations to implement travel plans. Without being required to do so, most organisations will not be motivated to introduce travel plans.
- *Taxation barriers.* Some travel plan measures can be subject to fringe benefit tax. This increases the cost of travel plan implementation to the employer substantially. Issues of taxation are discussed further in Section VI.

Part VI.

How much will it cost?

A travel plan will incur costs in terms of money and staff time. However, this should be seen in the context of other cost savings and wider benefits. The implementation and running of a travel plan will require funds for:

- the travel plan co-ordinator;
- travel surveys and other audits;
- staff time in meetings related to the scheme;
- publicity and marketing;
- the costs of monitoring;
- the measures which form part of the plan.

The costs imposed on your organisation by the development and implementation of a travel plan may need not solely be looked at as 'extra costs'. Funding for the travel plan can come from revenue generated by charging for car parking and savings in business travel costs.

Travel plan measures that are implemented can be partially funded by sponsorship from local businesses. For example, a local cycle retailer could sponsor cycle-related promotions.

It is not possible to give a set amount for these various costs as they will vary between organisations, the type of measures implemented, and the level of importance that is placed on the travel plan within the organisation.

The actual cost imposed on your organisation will vary greatly, depending on the:

- extent to which costs and activities are internalised within the organisation;
- extent to which activities such as meetings and surveys are costed;
- complexity of the organisation in terms of the number of sites;

- costs of measures which are chosen.

The cost of a travel plan is usually considered as a cost per employee. This means that, for larger organisations, the cost of implementing measures that have a fixed cost (i.e. not dependent on the number of employees), such as employing a travel plan co-ordinator or setting up some type of mechanical car parking management system, will be cheaper.

Taxation implications

The taxation implications of travel plans can vary greatly depending on, among other things, the type of measures implemented. It is recommended that the organisation's accountants review proposed plans and assesses any taxation benefits or disbenefits (for example fringe benefit tax (FBT) charged on subsidised public transport passes) in consultation with the Inland Revenue (www.ird.govt.nz).

Insurance and liability implications

The insurance and liability issues associated with the implementation of a travel plan are not considered major but a number of aspects exist that organisations should be aware of. These concern employees' personal insurance, and should be made clear to them.

For example, in the case of carpooling, the people who are driving should inform their insurance companies that they are carpooling. This should not increase costs but insurance will become invalid if passengers are charged more than their fair share of the running costs of the car.

Other considerations include ACC cover for staff teleworking off-site and insurance cover for equipment kept at the employee's home. It is strongly advised to be aware that insurance and liability issues that have not been acknowledged here will crop up when new measures are developed. It is important that management and employees are made aware of these.

Part VII. Where can I find more information?

The Energy Efficiency and Conservation Authority (EECA) has also developed a guide for employers: *Workplace Travel Plan Guide*. This has been designed as a working tool for use by a workplace travel plan co-ordinator. It is intended as a guide that can be referred to at different stages of the travel plan process. This document is available from EECA (PO Box 388, Wellington).

In the UK the Department for Transport (formerly Department for the Environment, Transport and the Regions, or DETR) have a published a comprehensive guide, *A Travel Plan Resource Pack for Employers*, also aimed at employers who wish to implement a travel plan. While this is a UK document and refers to legislation and planning regulations relevant only to the UK, it provides significant detail about the travel plan process that is relevant to all employers.

This document and a number of other useful references relating to employer travel plans can be found on the Department for Transport website.

http://www.dft.gov.uk/stellent/groups/dft_localtr ans/

Also in the UK, the National TravelWise program website details a number of working examples of travel plans.

<http://www.travelwise.org.uk/>

A number of Australian examples of workplace travel plans associated with TravelSMART (the Australian version of TravelWise), can be found on the Victoria TravelSMART website. This site provides additional information on resources for travel plan co-ordinators to use as well as other useful information related to the implementation of different travel plan measures.

<http://www.travelsmart.vic.gov.au>

The Victoria Transport Policy Institute (VTPI) is an independent research organisation based in Canada. VTPI provides a number of resources including transport demand management strategies for organisations that are looking to address transport problems.

<http://www.vtpi.org/>

The Toolbox for Mobility Management Measures in Companies website is a European-based search facility that can, among other things, help companies to develop their own travel plan. For example, the Toolbox provides solutions to workplace issues such as inadequate parking spaces, or high cost of running the organisations car fleet.

<http://www.mobilitymanagement.be/english/index.htm>