

# Workplace travel plan coordinator's guide



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# Introduction

Congratulations on getting this far in setting up a workplace travel plan. A workplace travel plan sets out steps to encourage staff to travel to and from work by public transport, on foot, by bike or by car share, and to improve access for a particular workplace.

Land Transport New Zealand has prepared this material to help you get a travel plan underway in your organisation. We know that the implementation of workplace travel plans can lead to happier, fitter and more productive employees, as well as providing real cost savings to workplaces.

Our statutory objective is to allocate resources and undertake functions in a way that contributes to an integrated, safe, responsive and sustainable land transport system.

By assisting workplaces to develop workplace travel plans, Land Transport NZ is contributing to the government's vision as set out in the New Zealand Transport Strategy (2002).

The objectives of the strategy are:

- assisting economic development
- assisting safety and personal security
- improving access and mobility
- protecting and promoting public health
- ensuring environmental sustainability.

Though there will be some variation across the country, most workplace travel plans will be developed by people working within the workplace, supported by staff at local councils and specially trained Land Transport NZ staff. This guide is primarily written for these people – the workplace travel plan coordinators.

This guide does not cover workplace selection, funding for design and implementation, and programme monitoring. These areas are usually managed by (regional or local) council employees and are not usually relevant to people within workplaces developing individual travel plans.

Land Transport NZ has had support from many agencies in developing this guide and would particularly like to acknowledge the Energy Efficiency and Conservation Authority (EECA) (who developed earlier versions of this document), New Zealand Police, Auckland Regional Transport Authority, North Shore City Council, Greater Wellington Regional Council and all the councils involved in travel planning in New Zealand.

Good luck with setting up your travel plan. Please let Land Transport NZ know how you get on and visit our website for updates and information – [www.landtransport.govt.nz](http://www.landtransport.govt.nz).

# 1 Benefits of a workplace travel plan

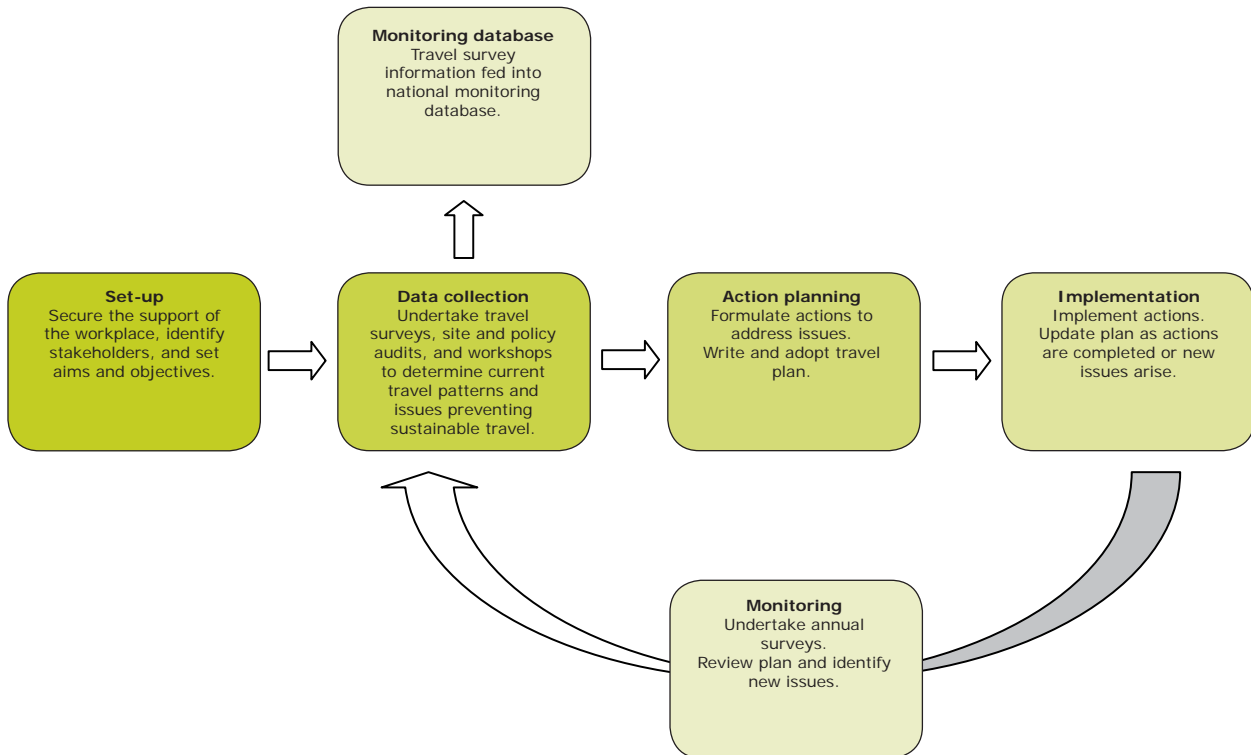
## 1.1 Introduction to workplace travel plans

Travel planning involves five phases:

- 1 set-up
- 2 data collection
- 3 action planning
- 4 implementation
- 5 monitoring.

Raising awareness and consultation throughout your workplace is central to the development process.

**Figure 1** Phases of a workplace travel plan



There are a number of ways a workplace travel plan can benefit your workplace.

- **Solve parking and space problems**

Workplace travel plans can reduce pressure for car parking, enabling the space to be used for other purposes. It may be that you are relocating and won't have as many parks available, or that you'd like to reduce the cost of renting or maintaining your carparks.

- **Provide real cost savings to your company**

Many companies don't realise how much money they spend annually on travel-related expenditure, such as fleet fuel costs, company cars, other workplace-related travel and carpark expenses. By analysing your travel patterns, you may identify areas where your workplace can save money.

- **Improve your company's image**

Being perceived as environmentally friendly will improve your company's image and make it more attractive to customers and shareholders. It will also make it more attractive to present to future employees as a good place to work.

- **Increase opportunities for accessing your workplace**

You may be able to draw from a wider pool of labour if your workplace is more easily accessible by means other than by car.

- **Promote a healthier and more motivated workforce**

Studies show people who walk or cycle to work are more alert and less stressed when they arrive than their colleagues who drive. In addition, the more physically active your staff become, the fewer sick days they may take. This can help increase your company's productivity.

- **Gain environmental/sustainability accreditation**

Having a travel plan can help your company gain environmental accreditation for schemes such as ISO 14001. It's also an excellent practical step in your sustainability programme and works well for those doing triple bottom line reports.

### 1.1.1 What do travel plans achieve?





Travel planning programmes are part of the government's overall national policy framework focusing on sustainability.

The government has a National Energy Efficiency and Conservation Strategy (NEECS) that targets a 20 percent energy efficiency improvement by 2012. Currently, the transport sector consumes more than 40 percent of New Zealand's energy. Workplace travel planning, along with other travel demand management initiatives (such as school and community travel planning) are key to New Zealand achieving the NEECS goal.

Benefits from travel planning will also help New Zealand address the Kyoto Protocol, as transport is a major contributor to the country's carbon dioxide emissions.

## 1.2 Resources and outcomes for workplace travel plans

**Figure 2** The five phases of workplace travel planning – resources and outcomes for travel plans

Phase	Who's involved	Outcomes
<b>Set-up phase</b> 	<ul style="list-style-type: none"> <li>• The workplace</li> <li>• The council</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace committed to undertaking travel planning project</li> <li>• Scope and general approach agreed</li> </ul>
<b>Data collection phase</b> 	<ul style="list-style-type: none"> <li>• Travel plan coordinator</li> <li>• The council – GIS, data analysts</li> <li>• Workplace staff</li> </ul>	<ul style="list-style-type: none"> <li>• Results of data collection compiled</li> <li>• Current travel patterns understood</li> <li>• Potential issues and barriers to sustainable travel identified</li> </ul>
<b>Action planning phase</b> 	<ul style="list-style-type: none"> <li>• Working group – made up of key stakeholders, such as managers, council representatives, the coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Travel plan document outlining background, aims, objectives, targets, and actions written and adopted</li> </ul>
<b>Implementation phase</b> 	<ul style="list-style-type: none"> <li>• Staff and stakeholders responsible for each action</li> <li>• Funding agencies (eg councils, Land Transport NZ)</li> </ul>	<ul style="list-style-type: none"> <li>• Actions successfully implemented</li> <li>• New actions identified and incorporated</li> </ul>
<b>Monitoring phase</b>	<ul style="list-style-type: none"> <li>• Travel plan coordinator</li> <li>• Funding agencies (eg councils, Land Transport NZ)</li> </ul>	<ul style="list-style-type: none"> <li>• Effect of travel plan monitored and reported</li> <li>• Successful monitoring of changes to staff commuting, vehicle kilometres travelled and mode share (transport types used)</li> </ul>

## 1.3 Successful workplace travel plans

Research has found seven key factors in successful workplace travel plans.

### 1 **Ownership**

The plan must be 'owned' by the workplace. In other words, it needs to be seen to be developed by the people in the workplace for the benefit of staff and the workplace generally.

### 2 **Benefit for the workplace**

Successful workplace travel plans have generally been implemented where the workplace has pressing issues that need addressing (eg parking, relocation). The travel plan becomes a way of resolving these issues and ensuring good solutions are implemented.

### 3 **Tailored to the workplace's needs**

The travel plan must be tailored to the particular workplace rather than attempt to impose a standard response.

#### 4 **Champion**

A 'champion' is needed within the workplace to provide the internal impetus and push to go through the travel planning process. The champion is usually a senior manager committed to the project.

#### 5 **Coordinator**

The workplace travel plan coordinator provides the glue to drive the cohesive development and implementation of the travel plan. They provide an essential link between the workplace and external stakeholders, such as councils and consultants (if used). The coordinator needs sufficient time and resources to carry out this work.

#### 6 **Outcome-based approach using a specific model**

A workplace travel plan should focus on achieving outcomes. Different workplaces will action different parts of the process in different ways. As long as all the bases are covered, this process will generate a solution owned by the workplace.

#### 7 **Positive relationships and commitment of key stakeholders**

There needs to be a positive relationship between stakeholders (staff, managers, council representatives) and the workplace travel plan coordinator. Frequent, clear communication is essential.

## 1.4 Resources to run workplace travel plans

Consider these human and financial resource requirements when designing a workplace travel plan project.

### 1.4.1 Travel plan coordinator

Your responsibilities as a travel plan coordinator may vary. Your workplace may decide that the role is one of coordination, ensuring that the tasks in the travel plan development are undertaken while not actually doing them yourself. For instance, there could be different individuals doing such things as leading focus groups and publicising the travel plan, all reporting to you. Alternatively, you may undertake the majority of the work yourself.

Your responsibilities as a workplace travel plan coordinator might include:

- overseeing the development and implementation of the travel plan
- obtaining and maintaining commitment and support from senior managers, staff, union representatives
- designing and implementing effective marketing and awareness campaigns to promote your travel plan
- setting up, coordinating and attending working groups
- coordinating the necessary data collection exercise required to develop your travel plan
- acting as a point of contact for all staff requiring information

- liaising with different departments, such as human resources and corporate services, and external organisations, such as local authorities
- coordinating the monitoring programme for your travel plan, including target setting
- presenting a business case to secure a budget for travel plan development and ensuring its efficient and effective use.

### **Qualities of the travel plan coordinator**

You will need to demonstrate enthusiasm, negotiating skills and an ability to communicate effectively with people at all levels. Other qualities include:

- credibility among the staff and ability to command respect – you will be trying to persuade them to change the habits of a lifetime
- the capability to deal with all types of people within your workplace and external organisations
- a practical and realistic approach, with a balanced perspective
- organised thinking and ability to multitask
- belief in the cause of helping the environment, with a knowledge of environmental and workplace issues.

The time required for the travel plan coordinator role will vary. Some large businesses have appointed a full-time coordinator, while smaller workplaces have selected a coordinator from their existing workforce, who works on the travel plan in addition to their usual day-to-day work.

The travel plan coordinator should report directly to a managing director, chief executive or general manager as this will reinforce the importance of your travel plan to the rest of the staff. This person should also be fully committed to the travel plan, as they may need to champion it in meetings and to others.

### **1.4.2 Working group**

The working group needs to represent the workplace. (See the steps in the action planning phase for more detail.) The time needed for the working group will vary and depend on the findings for each workplace. As a guide, one or two meetings may be required during the set-up phase, three or four meetings during the action planning phase and quarterly or six-monthly meetings during the implementation phase.

The role of the working group is to:

- provide the management support required to take ideas forward and make strategic company decisions
- steer the travel plan in the desired direction and address any issues
- set tasks, priorities and work programmes for the travel plan coordinator
- agree any necessary funding

- monitor and review progress, and identify realistic targets for taking the travel plan forward
- keep key people informed of progress with the travel plan
- ensure that the travel plan work is coordinated with other activities in your workplace
- lead by example.

The working group should not be too large and should include a managing director or similar-level management representative, a member from each key department and the travel plan coordinator. Other people, such as local authority and public transport representatives, can be invited as necessary.

### 1.4.3 Travel plan development project costs

The source and amount of funding are critical issues to consider when initiating a travel plan. Operating costs will be incurred throughout the plan's development (eg for administrative support and survey data collation). Land Transport NZ provides funds through regional, district and city councils to develop and implement workplace travel plans. The request for funds must come through councils as part of their annual land transport programme.

### 1.4.4 Ongoing time and resource requirements

There will be resource requirements during the implementation phase. These depend on the size and scope of the travel plan, and will be detailed during the action planning phase. As with the development of the travel plan, funding assistance may be available for the implementation phase, particularly for initiatives that are to be implemented offsite (eg for the council to improve nearby bus stops). While the demands on staff time should decrease once the travel plan has been developed, an ongoing staff resource is likely to be required for the coordinator role and the project work during implementation.

## 2 Set-up phase

**Table 1** How to establish the foundations of the workplace travel plan

<b>Objectives</b>
<ul style="list-style-type: none"><li>• Gain confirmation of the workplace's commitment to participate in the programme.</li><li>• Establish a list of relevant stakeholders, and clarify their roles and responsibilities.</li><li>• Develop a project plan, including a timeline covering data collection, action planning and a likely start date for implementation.</li></ul>
<b>Steps</b>
<ol style="list-style-type: none"><li>1 Develop and present a case for undertaking a travel plan, showing the benefits.</li><li>2 Gain management commitment to participate in the travel plan.</li><li>3 Identify stakeholders and possible working group members and their roles.</li><li>4 Define the scope of the travel plan (eg staff commuting, travel during working day).</li><li>5 Determine overall aims for the travel plan.</li><li>6 Develop a project plan for the workplace travel plan process.</li><li>7 Prepare a communications plan for the workplace travel plan.</li></ol>
<b>Important themes</b>
<ul style="list-style-type: none"><li>• Engaging stakeholders in a collaborative process.</li><li>• Managing the expectations of participants to ensure they are realistic.</li></ul>
<b>Indicative timeframe</b>
As a guide, the set-up phase usually takes from one to three months.
<b>Completion of set-up phase</b>
The set-up phase is complete when the workplace has agreed to participate and a project plan has been developed, objectives are set and an evaluation framework agreed.

## 2.1 Develop a case for the travel plan and gain management commitment

Management needs to be convinced that the benefits of undertaking a travel plan outweigh the costs. This will probably require a workplace business case and/or presentation that explains the:

- expected benefits – quantified, where possible
- resource requirements – staff time and direct costs
- scope of the travel plan
- timeline and tasks.

## 2.2 Identify stakeholders and working group members

For a workplace travel plan, staff and management are key stakeholders. Externally, the regional council (public transport) and local council (bus stops, cycling and walking facilities) are organisations that you are likely to want to involve in your travel plan. Depending on your workplace, there may be additional stakeholders, eg the property owner/manager and neighbours, or other building occupiers.

The working group should comprise representatives from each stakeholder group, eg staff, management, regional council and local council, as appropriate. The specific roles of the travel plan coordinator and champion should be filled. The travel plan champion should be someone in management who can lobby for the travel plan within the management team.

Note: the whole working group will not be required for every meeting. For example, in the action planning phase, council representatives shouldn't be required to attend every meeting. There is likely to be a core group of members who drive the travel plan's development and meet more regularly.

## 2.3 Define the scope of the travel plan

Consulting with your management team and colleagues may have given you a sense of how wide ranging the scope of your travel plan should be. How far you choose to take the plan will depend largely on the:

- specific transport issues and needs in your work environment
- resources and time available to take action
- level of participation from staff and management.

Accordingly, your travel plan may focus on some or all of the following areas:

- travel to and from work
- travel within the working day (eg meetings, intra-office travel, personal trips)
- the vehicle fleet
- travel policies (eg company cars, parks, compressed working weeks or working from home).

Your workplace may decide to implement changes over a period of years, rather than months. In large workplaces, there may only be opportunities to implement travel plan actions within a limited number of departments or sites.

## 2.4 Establish overall aims

At this stage, you should be able to establish broad aims for your travel plan, eg:

- increase share of environmentally friendly commuter trips
- reduce work-related travel costs.

It's important to note that preconceived views on the content of the travel plan should not be developed at this point, but should be informed by analysing the data collected during the travel plan process. However, defining aims at this point, even if they change significantly later, will help to establish the scope of the travel plan and communicate why your workplace is developing a plan.

## 2.5 Develop the project plan

You'll need a project plan for developing and implementing your workplace travel plan. This may be a relatively simple spreadsheet or something more complex, depending on the complexity of your travel plan, and the skills and technology available in your workplace.

A project plan will typically include:

- timelines for the whole project, as well as each phase
- key dates for milestones
- key sign-off times
- people required for each task.

## 2.6 Prepare a communications plan

Prepare a communications plan containing strategies to:

- publicise the travel plan to staff (what a travel plan is and why the workplace is creating one)
- encourage participation (to complete surveys, and join in workshops and events)
- publicise the travel plan to external stakeholders.

Identify the milestones in your travel plan – these are the best opportunities for marketing and raising awareness. Milestones might include:

- introducing the idea of a plan to staff
- undertaking focus groups
- undertaking the staff travel survey
- launching the plan
- updating on progress
- introducing new travel actions.

## 3 Data collection phase

**Table 2** How to compile data that identifies transport issues concerning your workplace

<b>Objectives</b>
<p>The objectives of the data collection phase are to:</p> <ul style="list-style-type: none"><li>• gather data required for the travel plan</li><li>• analyse the data from the travel survey</li><li>• compile a summary report for the working group.</li></ul>
<b>Steps</b>
<ol style="list-style-type: none"><li>1 Carry out a site and policy assessment.</li><li>2 Conduct travel surveys.</li><li>3 Conduct focus groups.</li><li>4 Compile and analyse the data.</li><li>5 Prepare a brief travel report that shows current transport arrangements/data, etc.</li></ol>
<b>Important themes</b>
<ul style="list-style-type: none"><li>• Gaining and developing the active participation of the whole workplace.</li><li>• Selecting data collection and communication methods appropriate to your workplace.</li></ul>
<b>Indicative timeframe</b>
<p>As a guide, the data collection phase usually takes between two and three months, depending on the size of your workplace.</p>
<b>Completion of data collection phase</b>
<p>The data collection phase is complete when data from audits and surveys has been collected, analysed and summarised.</p>

## 3.1 Carry out site and policy assessment

The first recommended data collection task is to gain a clear understanding of the transport and facilities available onsite and your workplace's travel policies (or absence of). This will help you identify transport options that could be developed or improved, and provide a benchmark against which to monitor progress and milestones.

Particularly for small workplaces, it may be impractical to carry out an assessment of transport infrastructure and links surrounding your sites. However, your regional or local council may be able to provide this information to you.

## 3.2 Conduct travel surveys

Land Transport NZ is developing a mandatory workplace travel survey, which will generally be used by workplaces whose travel plans are funded by their local authority. Use of this survey provides Land Transport NZ with valuable data to assess the effectiveness of workplace travel plans throughout New Zealand. In your workplace, the survey will:

- find out how people travel to and from work, and during the working day – this is useful information for developing an effective action plan
- identify barriers among staff to greater uptake of sustainable transport modes and improved workplace access
- provide baseline information against which you can monitor the success of your travel plan.

Decide on the medium for distributing your survey that works best for your workplace (eg email, paper format, intranet, internet). How the survey information is going to be collected and analysed will also influence the choice of media. Delivering surveys electronically where staff have access to a computer and the internet will help ensure high-quality data is collected.

The timing of the survey is important to maximise the response rate (eg avoid peak holiday periods and company deadlines, such as the end of financial year) and ensure travel patterns are as normal as possible (eg winter is likely to mean less walking and cycling).

Talk to your local authority or your Land Transport NZ contact if you wish to add questions relating to specific issues in your workplace.

Encourage a high response rate by using tools such as posters, emails and reminders. Incentives will also help encourage a good response rate (eg prize draws, small gifts for all respondents or a prize for early responses).

### 3.2.1 Couriers and deliveries

Reviewing the way deliveries and supplies reach you may be helpful in identifying the amount of road and parking space needed. You should also review the costs you generate by sending goods to other people. Gather information over a set period (eg one representative week or month) and record:

- the time of arrival and departure
- the nature of the delivery/contractor visit
- the mode of transport
- where the trip originated (if possible)
- whether it was a special trip or part of a series of calls.

### 3.2.2 Vehicle fleet

If you have a vehicle fleet, you may want to reference fleet management in your travel plan. Note, however, that fleet management is a sizeable field, so if your fleet is relatively large, it should be run as an area in its own right (and is likely to be the responsibility of facilities management in your workplace).

### 3.2.3 Travel policy audit

There are several aspects of policy that you will need to explore:

- general conditions of employment regarding travel to and from work (eg help with travel costs, car parking)
- workplace travel rules and guidelines (eg kilometres paid for car use).
- conditions for car use during the course of work, and any car purchase/use allowances
- expectations given to new staff through the recruitment process regarding car commuting and parking
- opportunities to encourage/discourage car use (eg car sharing, attitudes to working at home)
- incentives given to new staff moving into the area (eg relocation packages)
- recruitment policies
- policies affecting, and advice given to, visitors
- procedures for and policy concerning deliveries and collection
- any future changes that will affect travel demand/use of different modes of transport (eg relocation of office).

### 3.2.4 Focus groups

Ideally, you should undertake a small number of focus groups (or group discussions) to identify other issues specific to your workplace. These are small groups of people (usually about 10) who discuss issues under the guidance of a facilitator (or discussion leader). Focus groups will enable you to:

- identify any issues and questions you may wish to add to the mandatory survey
- raise awareness of your travel plan among staff
- get staff involved at an early stage, ensuring a sense of ownership of the travel plan.

Facilitators should guide the discussion, ensuring participants don't deviate too far from the subject and enabling everyone to have their say. The facilitator needs to have a clear understanding of what the focus groups are trying to achieve, as well as being a good listener. However, they should not influence people's opinions or impose personal views.

## 3.3 Analyse the data

The next step is to analyse and interpret the results of your surveys. In most cases, spreadsheet software, such as Excel, will be sufficient for your data-analysis purposes.

It's useful to plot staff commuting and other trip data into a geographic information system (GIS). This assists with identifying public transport and car-pooling opportunities for staff. It's also useful for presenting results to the working group and back to staff. Your local or regional council may be able to assist you with data analysis, particularly GIS.

## 3.4 Prepare a travel report

The travel report details the transport issues identified in the data collection phase. The report should organise the data so it can be easily interpreted and used by the working group to develop an action plan.

The report does not need to be a formal document. Some coordinators will prepare detailed reports, while others will keep the report to just one or two pages. The depth of the report needs to be appropriate to the size of the workplace and the complexity of the transport issues. We suggest the following report format as a guideline:

- Introduction – an outline of the report's purpose, how the data was gathered and the response rates.
- Modes of travel – a summary of the various modes of travel and percentage of people using these. (Graphs are an effective way of presenting this information.)
- Danger spots/key sites – a summary of the key sites (eg intersections and crossing points), highlighting danger spots and describing the dangers. (Maps and photos are particularly useful.)
- Issues – a summary of road safety concerns, onsite facilities, policy improvements, etc.
- Potential action points – a suggested list of issues for the working party to discuss and recommend actions for.

It's a good idea to circulate this report (or a modified version) back to staff for feedback. (It's likely that many respondents will be interested in seeing the results.)

## 4 Action planning phase

**Table 3** How to generate actions to address identified transport issues and establish action plans

<b>Objectives</b>
<ul style="list-style-type: none"><li>• Develop an action plan to address the identified issues.</li><li>• Ensure the action plan is achievable and acceptable to management and staff, and your local council is on board, as required.</li><li>• Compile the workplace travel plan document.</li></ul>
<b>Steps</b>
<ol style="list-style-type: none"><li>1 Begin formulating an action plan.</li><li>2 Hold workshops with staff to explore potential actions.</li><li>3 Finalise the action plan.</li><li>4 Seek feedback on the action plan from management and staff, and other key stakeholders (eg council), if required.</li><li>5 Write the draft workplace travel plan document.</li><li>6 Circulate the draft travel plan document to staff for feedback.</li><li>7 Finalise the travel plan.</li></ol>
<b>Important theme</b>
The quality of the action plan will depend on the level of working group participation.
<b>Indicative timeframe</b>
In New Zealand, coordinators have found the working group usually needs to meet two to four times over a period of a couple of months to discuss the data and develop an action plan. This may take longer if issues or solutions require further technical input or are complex.
<b>Completion of action planning phase</b>
The action planning phase is complete when the workplace travel plan has been written and finalised.

## 4.1 Start formulating an action plan

The working group formulates the action plan by:

- reviewing the data report, and the results of any consultation and coordinator recommendations
- reaching agreement on the priority issues
- exploring all possible solutions using engineering, education, promotional, enforcement and policy strategies.

### 4.1.1 Objectives

Analysing the survey data provides the basis for setting the travel plan's objectives. These objectives should follow through from the overall travel plan aim identified during your scoping process. They should provide more specific direction and focus for your plan.

Identifying your objectives will be governed largely by the particular circumstances of your site and the motivation for developing your plan. For example, an objective may be to reduce the need for unnecessary business travel.

Targets are the measurable goals that you will need to set to assess whether you have achieved the objectives of your plan, eg 'to increase the number of meetings using videoconferencing by 10 percent by September 2008'. They should be specific, measurable, achievable, realistic and time-limited (SMART).

Indicators are the elements that you will monitor to identify whether your targets have been met and your objectives achieved, eg the number of external meetings using videoconferencing.

Remember that, where change is not being achieved, you may need to amend the indicators. Admission that a target was not achievable in practice allows for its replacement with one that is realistic.

The action plan is usually laid out in table format, as in table 1.

**Table 4** Example of action plan

	<b>Objectives and targets</b>	<b>Who</b>	<b>By when</b>	<b>Cost</b>	<b>High priority</b>
1.	Objective: All staff are aware of their sustainable transport options				
1.1.	Target – Links on intranet to online journey planners	Matt	Mar 2008	Low	✓
1.2.	Target – Develop local maps showing public transport, cycling and walking facilities for all offices	Rachel	Apr 2008	Medium	
1.3.	Target – Timetables kept at reception for easy reference (indexed in a folder)	Rachel	Jan 2008	Low	✓
1.4.	Target – New staff receive transport information as part of their induction	John	Mar 2008	Low	✓
1.5.	Target – Assist staff who indicated they would like to know more about their transport options	John	Mar 2008	Low	

# 5 Implementation and monitoring phase

**Table 5** How to implement the strategies in the action plan and maintain the travel plan’s momentum

<b>Objectives</b>
<ul style="list-style-type: none"><li>• Facilitate all aspects of the action plan’s implementation.</li><li>• Formally review the action plan with the working group, signing off the tasks that have been completed.</li><li>• Inform staff of the impact of the implemented strategies.</li></ul>
<b>Steps</b>
<ol style="list-style-type: none"><li>1 Launch the travel plan.</li><li>2 Implement the action plan.</li><li>3 Communicate your travel plan’s achievements.</li></ol>
<b>Important themes</b>
<ul style="list-style-type: none"><li>• Reviewing the implementation of the strategies as the programme progresses.</li><li>• Maintaining a commitment to implementation and adjusting strategies, where necessary.</li></ul>
<b>Indicative timeframe</b>
<p>This phase is completed when the action plan strategies have been implemented and signed off. As a guide, the implementation phase usually spans at least one year but may extend beyond this if major engineering measures are planned. The travel plan should then be embedded in the workplace’s culture and be updated and modified to achieve continuous improvement.</p>

## 5.1 Monitoring

Land Transport NZ and councils around New Zealand are very interested in understanding the benefits of travel plans. Land Transport NZ is aiming to establish best practice for monitoring travel plans and is interested in key data about changes in kilometres travelled and mode share as a result of implementing a travel plan. This may be measured by geo-coding the start of the commuting journey and mode of transport used. Contact your Land Transport NZ regional office for further information on monitoring and reporting.

Once your travel plan is in place, you will need to check the impact of the new measures/policies you have introduced. Remember, your travel plan is a continuous and ongoing process of monitoring, implementation and review, rather than a one-off event. You will need to re-survey your staff a minimum of one year after your original survey to monitor the effectiveness of your travel plan. It’s

essential to carry out this type of monitoring at the same time of year. This monitoring will tell you how many employees are making the commute by:

- driving alone
- car sharing
- using public transport
- cycling
- walking.

This allows you to see how well individual initiatives are doing. For example, if you have introduced a subsidised staff bus pass, you will obviously want to track the percentage of staff using buses. The follow-up survey allows you to do this and see whether there has been a corresponding decrease in the numbers driving, or whether the switch to bus is mainly by those who previously walked or cycled.

Monitoring will also help you identify priority initiatives for your travel plan for the next period. For example, if you feel that bicycle use is not as high as it could be, you may want to do a publicity drive for this initiative.

### 5.1.1 Publicise your successes!

To maintain the commitment and enthusiasm of your staff, you need to keep them informed of progress with the travel plan and involved in its development. Let them know what has been achieved and consult them about the next steps. The continual involvement from staff will be key to the travel plan's success.

## Our contact details

For general enquires, or more information about

Land Transport New Zealand, please email

[info@landtransport.govt.nz](mailto:info@landtransport.govt.nz)

### [www.landtransport.govt.nz](http://www.landtransport.govt.nz)

#### National Office

Telephone 04 931 8700      Fax 04 931 8701  
PO Box 2840, Wellington

#### Northern Region

##### Auckland Office

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Private Bag 106602, Auckland

#### Midland Region

##### Hamilton Office

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183 Collingwood Street  
Private Bag 3081, Hamilton

#### Central Region

##### Wellington Office

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##### Napier Office

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PO Box 972, Napier

##### Palmerston North Office

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#### Southern Region

##### Christchurch Office

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129 Hereford Street  
PO Box 13364, Christchurch

##### Dunedin Office

Telephone 03 951 3009      Fax 03 951 3013  
AA Centre, 450 Moray Place  
PO Box 5245, Dunedin

#### Transport Registry Centre

Telephone 06 953 6200      Fax 06 953 6411  
Level 3, IRD Building  
Cnr Ashley and Ferguson Streets  
Private Bag, Palmerston North

#### Call centres

<b>General enquiries</b>	0800 699 000
<b>Driver licensing</b>	0800 822 422
<b>Road user charges</b>	0800 655 644
<b>Motor vehicle registration</b>	0800 108 809
<b>Overdimension permits</b>	0800 683 774